

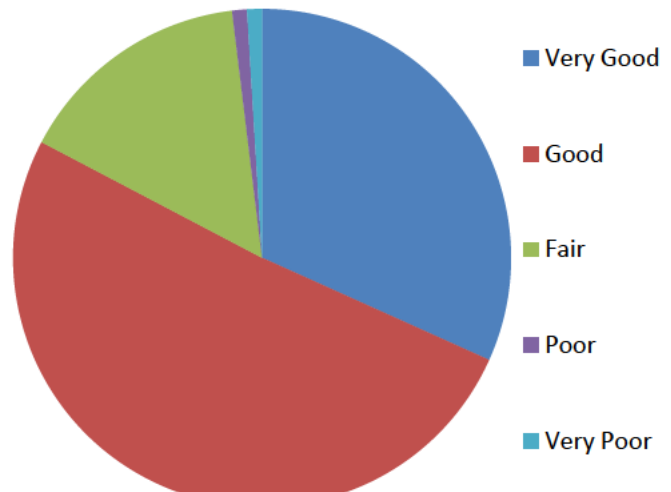
# Health and Wellbeing Assessment

Started  
 Stopped  
 TOTAL RESPONSES

Monday 20 February 2017  
 Monday 13 March 2017  
 104

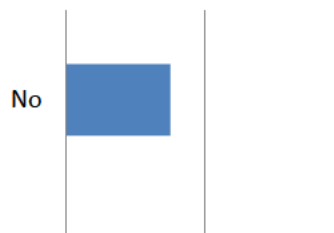
Q1: How would you describe your current health?

Very Good	33
Good	53
Fair	16
Poor	1
Very Poor	1
<b>TOTAL</b>	<b>104</b>



Q2: Have you ever come into work feeling ill?

Yes	89
No	15
<b>TOTAL</b>	<b>104</b>



Q2a If yes, why?

Because the work needed to be done

didn't want to have to take time out and also cover short re staff and colleagues

Too busy, not wanting to take a sick day because if it's busy and you ring in sick it's not worth the hassle and bad atmosphere when you do come back in.

Workload is such that would struggle to keep up.

Did not wish to let the Public/customers and Staff Down.

Deadlines to meet

Could not justify staying off work

Dedication to my role and responsibilities.

because I didn't feel ill enough to stay at home.

Unless you are bed bound and unable to move I believe it is better to come into work and do you best, it also reduces a back log of work when you return.

So i dont have to take a day sick with the hope ill feel better later on.

Didn't want to let anyone down and felt well enough to carry out my duties

Not wanting to put extra pressure on team members as our team is short staffed as it is.

Because us old school council workers, are proud of the role we do both @ Ryedale, and the wider community

I wouldn't like to let colleauges down and sometimes don't fell bad enough to stay at home, just not 100%

As I am committed to my work & team and have been brought up with a strong work ethic

I am currently ill with a hacking cough and have been for 3 weeks but due to the time of year and current work load do not feel able to take time off

Work needed to be done

Too much work to do. Didn't have time to be ill. Would only return to more work.

to avoid missing meetings and deadlines / priorities

Work still needs to be completed.

Felt pressure to do so.

Because of staffing levels also maybe feel ill but not enough to stay at home

Because I have a chronic illness - if I came to work only when I feel well I would have had to stop working completely. My work is important to me as a way of helping me manage my illness by allowing me to focus on something positive.

[REDACTED] and when I have a cold

Too much work to do, nobody would cover the work I wasn't getting done and it's often too busy to get caught up when you return. Also didn't want a record of sickness absence unless I'm seriously ill!

Multiple Chronic illnesses. Good days and Bad.

Because I knew that the symptoms would pass off, as I had taken medication

Feel like you can't take time off for being ill - that it will be held against you. Too much work to do and not wanting to let your colleagues down.

I thought I may feel better, and too busy.

Because I was well enough to work

Excessive workload. If I don't come in the work will continue to pile up.

try to fight the illness - take mind off feeling ill.

Feel obliged to.

Nobody else to do the work, tight deadlines etc.

Perhaps less than well would be more accurate - the work environment has a negative impact on my health and wellbeing so regularly feeling less than well at work is inevitable.

Due to work pressure and lack of cover in relevant section

It is not always easy to find cover, [REDACTED]

Because you feel that you have to come to work unless you physically cannot get here.

Due to picking up bugs and viruses which frequently spread around the office and coming in to work for fear of reaching a sickness absence trigger point. Also I have been at work feeling very ill whilst suffering from being bullied at work.

Don't like to lose time from work. Working can be therapeutic aiding recovery.

Because I did not want to let my colleagues down as we are so short staffed.

Didn't want to put on other colleagues at a busy time.

Because of the pressures from not wanting to hit a trigger point and having to go through occupational health and regular meetings with the team leader of how you can help yourself not to be ill. I find it derogatory because you don't want to be ill and the illness's are generally one off and not linked to weekends or getting drunk etc. I come in because of being proud and not wanting to let the team down. I have come in feeling dreadful, [REDACTED] I wouldn't come in is if I had a [REDACTED]. I feel guilty coming in when I am ill but due to the pressure the above I do as I know I am then spreading it to other people in the office.

Not ill enough to be off or aware of tasks that need to be done and colleagues picking up my duties

I sometimes think that once one gets going then they start to feel better, it is always possible to leave early. Also on a personal note, unless contagious, i dont like to let the team down.

suffering from a cold

to get the job done

[REDACTED]

I have a very busy job and it is frowned upon to go sick in my department

I did not want to let the team down and I am aware it is difficult to find cover [REDACTED]

Lots of work to do and unless bed ridden would come to work

strong work ethic

Generally work through illnesses unless particularly unwell and either not capable of working properly or if coming to work would make the illness worse or delay recovery. But - have occasionally felt like I had to work through even though when I haven't felt up to it when there has been a specific event / important meeting arranged that nobody else has been dealing with - particularly if this would be difficult to rearrange.

Because there was no one able to do my job & it was at year end when certain jobs needed to be done which could not wait until I returned to work.

Being a small time under significant work pressures I did not wish to 'let my colleagues down'.

[REDACTED]

Because I felt obliged to. Jobs needed to be done and no one to cover. Aren't any more appreciated coming to work than staying off sick.

No one else would be able to do the work as they would not have time.

As resources are tight and resilience and shared expertise are low, it is sometimes necessary to come into work when not feeling well to ensure important tasks are completed and to avoid putting pressure on other colleagues.

Flu

Help workmates when short.

Staff shortages

Felt rubbish with cold short staffed so came in.

Don't like letting workmates down.

To help them out?

Help them out!

Because I feel obliged and sometimes pressured.

Workload and deadlines to meet

Under pressure

Because I had no one to cover my work and because sickness is a problem at RDC

I have come to work when I probably shouldn't have and have passed on my colds/viruses to Colleagues. I don't want to be off and trigger a referral to Occupational Health. My sickness record could also affect my future job prospects within the Council.

Feel better getting on with things than sitting at home waiting to get better!

Sense of loyalty - not wishing to leave things to someone else to try and sort out, or leave things not being dealt with.

too much to do, lack of support if i am not at work to do the job, the work piles up. Also prove to other people who are off sick that you can work through it.

Suffer from [REDACTED]

Because I feel an obligation to come to work and there is always so much to do that I cannot afford to take time off.

Apprehensive about not coming in. Uncomfortable discussing anything medically related with line manager as this trust has been betrayed previously. Worried about what may happen in my absence - others have used the opportunity to change things or undermine.

Sometime have to come in to get the job done. Other time not ill enough to stay off.

Not to let work down

I have still felt able to work and I don't like taking sick leave

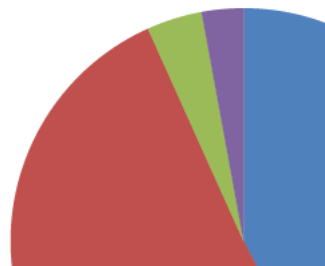
work pressures. Work mounts up so you have more to do when you return to work

suffering from minor illness eg cold

Easier than being questioned about sick days

**Q3: On a typical day do you eat the recommended 5 or more portions of fruit and vegetables a day?**

Yes	44
Sometimes	53
Rarely	4
No	3
<b>TOTAL</b>	<b>104</b>



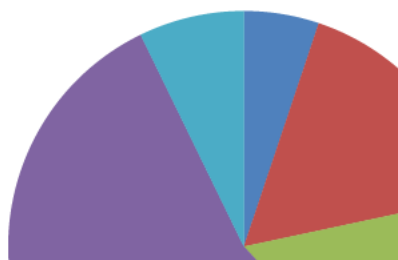
**Q4: How would you relate your food intake in relation to it being healthy?**

Excellent	12
Above Average	43
Average	44
Below Average	5
Poor	0
<b>TOTAL</b>	<b>104</b>



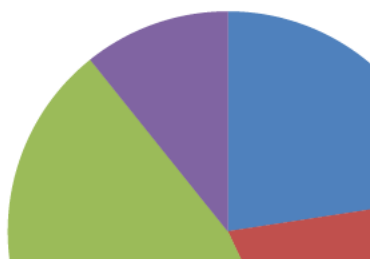
**Q5: Have you had a recent DSE assessment? (Display Screen Equipment)**

Within the last 6 months	5
Within the last 12 months	16
Within the last 24 months	16
Longer than two years ago	53
Not applicable	7
Blank	7
<b>TOTAL</b>	<b>104</b>



**Q6: How could internal communications be improved between staff and also council members?**

A quarterly joint consultative meeting	21
A cross service provision quarterly meeting through staff volunteering to attend	19
A bulletin from Council members to staff	43
Other - if so please use the comment box below	10
Blanks	11
<b>TOTAL</b>	<b>104</b>



**Comments received:**

Having other members of staff, not just managers, communicate with members.

Fully support more internal communications

Why not come down and see staff in work environment.

Plus a bulletin from Council Members would be good too.

Would be worth while, and probably an eye opener if the councillors came around and talked to the shop floor staff, regarding government funding cuts, and trying to provide the same for less!!!!!!!!!!!!!!

Please not the same staff on the Health & Wellbeing who all seem to be Unison members

A lot of information is passed on through hearsay and gossip rather than through the proper channels. Interaction with managers has actually got worse in the last few weeks after the move through into the separate area. Never see [REDACTED] apart from at staff briefings. Council members need to get stuck in and get to grips with finding out about the services we offer. They seem to know little about the T2020 process.

Disappointed to see no mention of communication in the most recent updated structure. It needs to be made a priority. It feels like Cllrs had limited knowledge of the proposed changes, possibly not having the sufficient information given to them by SMT. Through lack of information, I don't believe they challenged some of the changes enough with Ryedale Residents in mind!

There is not a one size fits all answer to this question and senior management have identified the need to improve internal comms in a variety of ways depending on who the audience is and where staff work - the T2020 has been a really good communication platform however there have been staff who do not readily have access to IT in their roles who will not have benefitted which has been recognised.

Information between staff and members has always flowed one way only so communication from and with members would be appreciated. This would also fit with the "One Council" ethos which has been a long time coming. However, this information exchange needs to be meaningful and invite a flow of conversation. Staff would wish to be more "in touch" with Councillors interested in, and contributing to, their area of expertise/work. From experience, the only time that Councillors usually make contact with staff is when there is a constituency issue. Often, if Councillors knew more about the work of officers, they could have dealt with the issue themselves.

A range of consultative communications is required, and more about 'how should we do this' rather than 'we are doing this'. Consultation is undertaken on a 'need to know' basis rather than engagement in working through the issues. Where consultation has been invited, the responses have been either not forthcoming or provided on a generic basis, and have been dismissive.

Make it relevant and something which affects staff

Many members don't know who staff are and what they do and vice versa. Members need to appreciate the goodwill and commitment of members of staff.

all of the above.

Greater visibility/accessibility of senior managers Regular team/department meetings  
Staff/member bulletin

Only get told news when it is felt relevant by Senior Staff

I don't feel the councillors have a clue what is really going on. They hardly ever come into the offices to meet and greet staff. I would expect that hardly any staff know who the councillors are or what they stand for. The staff champion has hardly been round the offices to make herself familiar or approachable.

I believe that staff and members need to talk to each other but within certain parameters ie no personal information/concerns to be discussed



possibly having access on the intranet, combining a bulletin sent with ability for staff to respond.

Better use of the intranet, a 'who's who' board would be useful with photos so that members are more easily identifiable. An anonymous staff suggestions system, regular staff surveys. The current staff briefings do not encourage staff to give their views or participate as there are about 50 people in the council chamber and the Chief Executive does sometimes come across as a head mistress addressing a class of children.

Communication should be two way, therefore, a bulletin is unsuitable as it does not facilitate cross communication.

Having weekly/fortnightly meetings with Managers would be helpful and keep staff motivated. Feel like we are left in the dark with everything and managers aren't keeping us updated. Loose motivation and staff morale.

Communication between some managers and staff is very poor. Staff do not get to know what is happening within the Council.

The biggest problem with communication is the absence of senior management from their staff. Management Team are based together and do not mix with the rest of the staff. There was no face to face communication and support during the T2020 programme, when staff were worried or upset, when senior managers should have had a high profile around the building, making themselves available to listen and follow up questions and concerns, and hold and attend team meetings. Unfortunately Management Team is now seen as a clique since being based together and they appear to be totally unaware of staff concerns and morale in the wider organisation. Also another big problem with communication around the T2020 programme was a lack of clarity and detailed information, even when questions were asked the responses remained unclear. Furthermore a number of key updates were mistimed. The issuing of the consultation draft structure after the staff briefings had taken place, so staff could not ask questions about it and very late in the day, when many staff had gone home. The issuing of the final structure was delayed from the date it had been promised, with many staff waiting late on the Friday for it, only to then be told that it wasn't ready after all. There needs to be much better lines of communication with Members as very many Members seem totally unaware of the very serious issues that have and continue to go on and staff are unsure or afraid to raise these. This all adds to the low morale when Members take a view, such as denying bullying or supporting the way in which the T2020 process has been run, based on an absence of real information from staff.

A quarterly joint consultative meeting  
A cross service provision quarterly meeting through staff volunteering to attend

Improved general 'behaviour' particularly from the members, will lead to better communication and improve relationships generally, there shouldn't be a requirement for special arrangements to communicate with members, we manage OK with all other stake holders etc, why should members be any different? If officers behaved like the members we'd be dismissed very quickly....

All 3 points can help. There is a need to improve honest and open communication. The chief executive also needs to face staff and not shy away from facing up to staff with the truth. The staff briefings have been a joke regarding the towards 2020 change and why waste money on a video as it doesn't change the message.

Any improvement in communications would be a bonus.

There should be some mechanism for staff to communicate with members but unsure what this would be or how this would work in practice. I believe it is important for members to know and understand what happens on a day to day basis as it may provide some valuable insight into the working of the Council at ground level. I'm sure members also have experience and skills that could prove valuable to continuous improvement. Staff would also benefit from understanding the role of an elected member and how this influences and guides the direction the Council takes, giving more context to the work we do.

Not certain. Depends what Councillors are hoping to achieve.

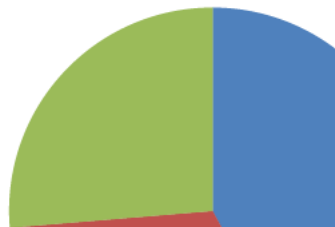
The staff briefings should work well and could be better. The tendency to use them to repeat what we already know is a problem (the briefing the day before the new structure was released that didn't mention the new structure was a low point). Could be more interesting if all of the Leads participated. I also think the Staff Champion should attend.

It is not a Member-Officer communications issue. It is Senior Management - Officers where communication is no-existent. This results in a culture of not knowing what changes are taking place and what is going on in the organisation. There needs to be clear and regular lines of communication from Senior Officer to Officers

Transparency is the key. Be honest and tell people what is happening within the organisation.

**Q7: Do you have any knowledge of bullying within the organisation?**

within the last 6 months	24
within the last 12 months	18
within the last 24 months	15
Blanks	47
<b>TOTAL</b>	<b>104</b>



**Comments received:**

I have not experienced bullying, but I have experienced unpleasant and demeaning behaviour by a senior member of staff. There was no point in taking this forward as the individual has recently [REDACTED] thereby passing the 'respect' area of PROUD and management have not dealt with previous complaints.

n/a

The 'restructure' hasn't really changed who the team leaders and managers are so I can't see any of the past problems going away.

None

None

only hearsay, not in my own department.

No. I think that certain situations occur and they are sometimes dealt with badly. It is all down to the individual on how we cope and how things are interpreted. We are all human and nobody is perfect.

Not me directly, but do know of colleagues affected.

No Never not @ the [REDACTED]

I feel staff are misleading members & the public with these allegations of bullying

Have seen colleagues get upset but no direct experience

Bullying remains an issue untackled by CE and Members. Staff now afraid to speak out due to victimisation.

no only what has been in the papers

I have not experienced any bullying myself but I am aware of experiences that colleagues have had.

No knowledge of bullying

Nothing directly affecting me or my close colleagues however had overheard it discussed in the past

"Knowledge" would not be an accurate description. However, most staff are aware of what has been alleged, and the consequences for the staff members involved. None of this, plus what we have read in the press, will give any encouragement to staff who find themselves in such a situation. If they feel that they will be victimised and/or dismissed for raising such an issue then they will choose to keep quiet, or leave. None of this actually deals with the root of the problem and actively promotes an air of "fear". It also serves to ensure that if such a culture exists, it is perpetuated.

not personally experienced, but witnessed, and know of people who have experienced it.

I am not aware of any proven allegations of bullying during any of the above time frames

It has been in the media too which is not good PR for Ryedale DC. Bullying seems to be brushed under the carpet. I am aware of more than one incident. Staff are afraid to whistle blow. Everyone should feel able to speak in confidence and feel their voice is heard and bullying should be dealt with and not allowed to recur. This is not acceptable.

Some staff seem to use intimidation if a certain staff member is not in their group

Some staff tend to use intimidation tactics as way to get their point across.

I am aware of it but have never witnessed it or been subject to it.

N/A

I have suffered at the hands of a bully here at Ryedale for the past few years. It got to the point where I had to put in an official complaint due to my health suffering and as a result a lengthy investigation was carried out and my complaint in relation to bullying from a member of the management team was upheld. However, the bullying continued and I had to put in a second complaint. No kind of disciplinary action was taken against the bully and as my employer, RDC allowed the bully to carry on as normal. As a last resort, at my wits end and on the advice of [REDACTED] Eventually this was done and the bully carried on as normal and even since then, the bully has made several attempts at making my life at work more difficult. I am frankly appalled at the lack of duty of care shown to me by RDC, the failure to follow written policy and the ongoing denial by senior management that any kind of bullying is taking place at Ryedale - it absolutely is - because the perpetrators are allowed to get away with it and will therefore, continue to do so.

No knowledge of bullying

What's the point of commenting as senior management says it does not exist.

It depends what officially constitutes of bullying and perhaps it hasn't always gone through the official channels but that is because the staff members subjected to bullying feel that nothing happens when the issue is raised. Also people don't want to be dragged through a bullying investigation as it could damage relations even further, and lead to more bullying. This is not in relation to myself but witness bullying to some extent on a weekly basis and it will continue to go on unless the issue is dealt with properly. However I doubt this will ever happen.

All of the above, I have been bullied myself and I know a lot of others who have been targeted by a certain person who remains in the building even though it has been proven that this person has bullied staff. Whispering to her team and making derogatory comments about other members of staff openly not leading by example at all. All this does is create unrest and makes people paranoid. I have been told all the team are talking about me - how does this help! It builds paranoia and lack of confidence

Perhaps not bullying but certainly there is behaviour by Members at Council/Committee meetings that could be viewed, at least, as belittling to officers especially as this behaviour has been evident for a long time eg using wrong titles that degrade or diminish officers' roles and responsibilities and making comments that officers are unable to respond to having no right of reply. Does ongoing behaviour of that kind, if deemed acceptable by Members, filter down through the organisation? Members should lead by example - officers ultimately carry out their instructions.

no

No

Only the allegations I read in the local paper.

N/A

swept under the carpet and bully promoted

I would describe it as bitchiness, I have heard people taking behind others backs within the department I have witnessed people becoming upset by this behaviour

Not personally but I have had discussions with colleagues re this issue

No direct experience of bullying - only anecdotal knowledge. But the numbers of staff that have spoken of bullying are significant and these cases centre mainly around one individual. The feeling that nothing appears to have been done to address the issue is widespread. [REDACTED]

[REDACTED] ) gives the impression that such behaviour is condoned by the organisation.

There is a real danger that this will discourage people from reporting legitimate concerns if they feel their concerns are not going to be listened to.

I have heard that some staff members have felt they have been bullied

I have heard reports of bullying but not experienced it myself.

Yes on a daily basis. When raised with manager nothing happens and don't want the issue raising in fear the bullying will get worse and not tackled appropriately.

I personally have knowledge of bullying going on in this organisation since [REDACTED]. It may of course have been going on longer. On some occasions I have been subjected to inappropriate behaviour myself. On more occasions I have witnessed others being subjected to bullying or had them relate incidences to me. I have kept notes of some of these incidents and would be happy to share these if an independent and robust investigation were to take place and I could do so anonymously to avoid any repercussions. [REDACTED]

[REDACTED]. Given all of this, it is not surprising that other staff are very afraid to come forward and share their own concerns. I would like to ask the Staff Champion to act now to ensure these issues are dealt with once and for all.

None

[REDACTED] talks to people like crap

No

No

I've seen more work put on already stressed out and overworked staff.

I have not seen any personally, but other colleagues have told me that they have had issues.

All we hear is big changes and you are not going to like it.

(12 and 24 months ticked) Loss of overtime Round changes (day off)

I have observed that it has taken place. Staff can feel unable to challenge managers if they are the issue. This is not about be being 'managed'. This seems to be used as a way of explaining/excusing apparent bullying behaviour.

No

[REDACTED]

yes and it is happening in an underhand way now but people are too frightened to speak up. One manager calls it managing, a funny way to manage if you ask me. There is a climate of fear rising and the people at the top are fueling this.

Not affecting me directly.

On-going over this period and more than one instance, involving different people. When I have voiced concerns over the behaviour of some individuals, I have been told 'Oh, it is just the way he/she is' as if this were acceptable. This has also included behaviour that I would consider inappropriate under an equalities heading. There has been inconsistency in how staff have been managed; some staff being allowed to get away with certain behaviours where others have been pulled up for the slightest thing. Talking to colleagues, many are too frightened to openly voice their concerns or challenge as they fear they will not be believed or receive unfavourable treatment as a result.

no

Yes and over all of the time periods mentioned. I have never believed bullying to be institutionalised in Ryedale but there [REDACTED]. The failure to address behaviour of these people but to retain and promote them is wrong. We are now institutionalising bullying. This is not acceptable. It is not fair on the staff that suffer or on the rest of us who work hard to ensure this Council has a great reputation. The matter won't go away and it will hang over the organisation forever unless something is seen to be done. There needs to be an independent external review of what has happened in this organisation which has led to a failure to stamp this out.

I understand it takes place from what other colleagues have experienced and told me, but I don't believe I have experienced it directly.

Interesting article in the north Yorkshire enquirer (online) recently referred to as the velvet fist. Worth a look if you've not seen it. Perhaps it paints a picture of what people are worried about saying at work.

**Q8: Do you feel the Staff Champion should be more visible?**

Yes	85
No	9
Blanks	10
<b>TOTAL</b>	<b>104</b>



**Comments received:**

It's good that we know who the champion is and where we can find her.

Never seen [REDACTED], she could attend staff briefings.

Know her name but never knowingly seen her or aware of her presence in the office.

A photograph and how to contact might be a useful addition to the intranet as not all staff will know who the staff champion is

I was not aware that we had a 'Staff Champion'

Absolutely. I feel that most staff don't even know who it is!

Perhaps an hourly drop in session could be arranged on a bi-monthly basis, perhaps if coincided with another meeting, so that the Councillor could undertake it before the meeting, so as to not impinge on her time. It could also be booked in.

Not sure what Staff Champion is or does (which probably in its self gives you the answer to this question) :)

Who is she? She has never been introduced to staff. How can staff feel they can approach her if they don't know who she is.

Didn't know we had one !!

What's the point of having one if not visible....never had any contact with them and don't think they have ever come into my department.

On the understanding that time is limited for all so it may not be realistic

Didn't know there was one

Staff need to know that someone is listening to their views and experiences as employees.

As long as there is no political agenda officers and unison members would welcome their presence.

I appreciate that Councillor [REDACTED] has listened and has helped authorise this questionnaire so I respect her courage.

I believe that the Staff Champion is willing to be more visible and involved but at present there is no mechanism to allow this.

I didn't know that we had a staff champion until recently,

The whole Towards 2020 process could have been a great opportunity to try to build a consensus about the process and development of the new structure.

Contact details of the staff champion should be 'promoted'. In addition, perhaps, 'surgeries' could be held.

I have only just been made aware that we have a staff champion, I have worked here for [REDACTED].

More could be done to promote and clarify the role of the Staff Champion. However now, with the results of this survey, is the time to make a difference.

I didn't know her name until I saw on the front of this survey, and wouldn't recognise her if I saw her.

?

?

No

Staff are fearful of speaking out of place - so I'm not sure what benefit this will achieve.

I think the staff champion we have now should be kept on. She has involved herself well with the change and made herself accessible. I would be happy to talk to her about concerns and trust her confidentiality. The visibility could be by emails and managers too have a bit to play in making people know they can contact her.

I have no knowledge of the staff champion, who it is or what their role is

Didn't even know we had one.

It would be useful for staff to get to know the staff champion and vice versa, this would build trust with staff, allowing both parties to work more effectively together to improve the general health and well being of the organisation.

We need to be told who the staff champion is as the office holder changes and how they can be contacted. Also we need more information about what the staff champion's remit is and how they



will carry it out. So far most staff champions have just been names. It would be good to see them in the office.

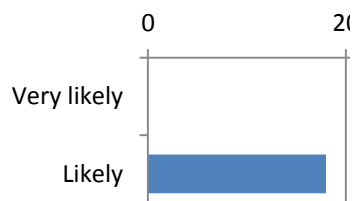
Who is the staff champion - wasn't aware we had one.

Yes - particularly if the Leader of the Council (February's Council minutes) is relying on the Staff Champion to relay the mood of staff.

And for visible include available....

**Q9: Do you feel the new structure provides enough capacity given described efficiencies in processes going forward?**

Very likely	0
Likely	18
Somewhat likely	21
Not so likely	56
Blanks	9
<b>TOTAL</b>	<b>104</b>



Comments received:

We have no idea how services will be delivered given decreasing numbers. It would have been better to have the transition plan in place before or running concurrently with the T2020 process.

processes made more efficient is worthless without the staff, or knowledgeable staff to carry them out.

the new structure has drastically reduces any competencies that could be used to ensure that the describes efficiencies can be attained and then maintained. Though there may not be a specific cut in service the service that Ryedale staff have strived to provide will be severely reduced. Assumptions have been made as to what the residents of Ryedale want, with no thought taken as to what they actually need.

[Redacted comment]

Certain departments have not only been severely cut in staff numbers but also expertise, and whilst I understand the need for efficiencies I do worry that the cuts have been too severe in one go.

I believe that certain departments will be short staffed and unable to cope with their work. I also think that some members of staff that are very good at their job have been moved to do a completely different role and their skills and knowledge they have will be lost.

Really do not know if it will or not

We need members to support officers decisions

The first year will be a struggle

An honest discussion is needed so that members have realistic expectations of the organisation going forward. I would like us to admit where we have less resources and capacity to deliver.

Yes. There still need to be less duplication of information handling and a more 'can do' attitude by front of house staff.

I don't think anyone can know that until the new structure has been tested. I don't think it's possible to understand what we will need to stop doing until we know exactly how the new structure is going to work.

I am confident the new structure will eventually have sufficient capacity (once staff have had chance to develop and new ways of working have had time to embed) There will be a requirement to resource certain areas during the transition until there is more confidence in new processes which is inevitable during such a significant organisational change. As we complete service reviews and understand income generating opportunities it is very likely that there will be emerging business cases which will require flexibility in the new structure to ensure resources match future priorities and I am confident this is acknowledged.

It is difficult to see how the same, or even a roughly similar service, can exist going forward. A huge amount of training will be required if the new structure is to operate as envisaged. It has, over recent years, been difficult to maintain the levels of good service that my department has always delivered. We have maintained this service for many years by "going the extra mile". This is not a new concept for me and my team. We have taken enormous pride in what we do and have always put the customer first. Many of our customers are experiencing things which are the stuff of nightmares, which many people in this council would run screaming from. But myself and my team have continued to work with them, in very difficult circumstances, with good humour masking an enormous amount of experience, expertise and capability. This will be difficult to replicate in other areas of the authority and with staff to whom our main client group is completely alien. Many people with many years' experience and expertise will soon be lost to the authority and ensuring that remaining staff acquire enough of that knowledge will take time.

The new structure has not looked at functions of the Council's work, nor the priorities of Members, and used that as the basis for the restructure. There is no genuine transition in place to the staffing levels post April 1st, the scope of the work to be undertaken, and the responsibilities of staff undertaking that work. Insufficient awareness and training for the staff in new roles.

New ways of working will create efficiencies in the future - to what extent I do not know it depends on how successful the IT improvements are - my worry is that we are reducing staff numbers now before the new ways of working are in place and that staff are going to become stressed and ill, whilst having to do their day job, take on extra work that has been left from colleagues leaving and having to learn new roles. Staff are already at capacity workload from the last restructure when all that happened was that staff left and the work was spread out over the rest. I feel like I am doing 3 peoples jobs currently - I do not have the time to learn my new role. IT improvements have not been realised yet to allow for these staff cuts. Soon staff will be in new roles and a lot of them will not know what they are doing. A lot of experience is walking out of the door putting extra pressure on existing staff members. It is going to leave a big hole in the organisation. Staff care about customers and want to do a good job but it is becoming increasingly difficult to provide the standard

of service that has been provided in the past and I do not think residents/customers fully realise the impact of government cuts and staff are trying their best to maintain that service.

At moment staff are very worried and stressed - this may be perception and may improve, but at moment this is not very obvious

Key professional staff have left and with them decades of knowledge and experience. Some areas are already really struggling to provide a service. We still have more staff to leave. The outlook for Ryedale and its residents is grim. Some departments in the new structure are overstaffed whilst others that desperately need more resources are being left to flounder. Mistakes will be made. I am disappointed that throughout the process key members of staff weren't consulted. They know their teams inside out and would have quickly identified any slack or where more resources were needed. For staff on the ground trying their hardest to provide the best possible service it is soul destroying and not good for morale. Lack of communication - this has been a continuing problem at Ryedale and needs immediate improvement. Why does it take so long for decisions to be made?! Why do staff never get any answers?

take away 40 posts ( and further reductions to come ) is it really viable to continue all the services we provide. Something will have to give soon.

With less staff having to take on more work when they are already stretched to the limit I feel that both external customers and internal members of staff are going to suffer. This general thought that customers can access information and services via the internet is very generalised, it assumes there is access to the internet which in Ryedale is extremely patchy with the remote and not so remote villages not having access to broadband worth talking about, and of course there are a large number of elderly residents in Ryedale who may not be IT savvy and therefore will find navigating the website difficult. Not everyone has relatives or friends to help them so this process totally isolates them even more than they already are.

Strength in depth in some areas, yet beacons of hope are being reduced.

Not clear what the described efficiencies are or if there will be adequate capacity in the new structure.

Experienced, quality staff left due to uncertainty as extremely lengthy process of review.

Many of the duties carried out by staff appear not to have been considered in the new structure and there is a great deal of anxiety amongst staff as to how those left can continue to do more with less.

The structure has been created by iESE without knowing what work we do and without delivering new ways of working. The only way things will be through very hard work from staff.

Given that no levels of service are being cut the service will not continue at the level it is now after losing so many knowledgeable staff.

Likely in certain areas but I'm sure that there will be evidence that capacity and/or knowledge and experience is lacking in others

I think its to early to comment, there are new roles and processess to follow. Small aspects could have been overlooked, but a small aspect may have a domino effect.

We are being expected to deliver the same services with far fewer staff and this will be very challenging, I think that residents will suffer as there will be delays and service standards will fall. In some departments there is very little spare capacity so it will be very difficult to deliver the same services with fewer people. Key people with years of knowledge have left the organisation suddenly with very little succession planning and it will be difficult to fill the knowledge gaps.

Little confidence that there is sufficient capacity to deal with current and predicted future levels of workload - particularly in the areas of development management, planning policy, environmental health and economic development. There has been very little detail provided regarding what specific process efficiencies will be achieved and how these will enable staff to continue delivering essential services with significantly reduced staff resources. The recent peer review held up the Council's planning department as an exemplar - it also flagged up that there was a clear prioritisation of economic and housing growth and that resources needed to follow this prioritisation. It is sadly ironic that this feedback was being provided at precisely the time that significant reductions in staff resources were being implemented. To quote from the Peer Review Report "There is a clear priority for both economic and housing growth, but this is not consistently understood by councillors, with some openly opposed to growth. In addition, there is not necessarily a corresponding commitment to resources to support these priorities, such as increasing capacity in the planning and economic development teams"

Too many staff in sections with no experience.

Not enough capacity in certain areas. There will probably be staff going off sick with stress.

There are major concerns about the capacity of the organisation because there are now so few staff to deliver the same services, to the same levels as before. The new structure, completely contrary to what was said in the first place, increased the number of senior managers, whilst the staff lower down the tiers have been depleted. Many service areas have already gone through modernisation and efficiency reviews and there is only so much capacity that can be gained from further process reviews. These concerns were fed back during the consultation process but were not addressed in the final structure and it now appears to be the role of the staff to "make it work", ie: the problem created by the chief executive and now senior management, is up to the staff' to solve.

The new structure comes in to play 1st April - less than a month's time and none of my colleagues seem to know where they are to be placed (seating) or what their new role is going to entail fully. Therefore difficult to answer if there is enough capacity. I think that it will be a year - 18 months before anyone can say for certain whether this has been successful capacity wise.

Too early to tell but I'd say it was more likely than not - purely because we always deliver regardless of the circumstances.

It feels as though we have been made to fit a template/model that has been employed elsewhere (other LA's). However, there is general concern that there is no real evidence to suggest that the same model has been successfully employed elsewhere - de-skilling in critical areas may put undue pressure on those who are left to cover the gaps. Time will tell, and we have a great team of people who will do everything possible to ensure the desired success - but will that be enough?

Consultation feedback was not listened to. There is a crack in the dam now with work, timescales and pressures on people. Cuts have been made from the wrong areas, the chief executive and members need to face up to reality. we have not got enough people, those who were once very

resilient are in danger of breaking down. Systems will not help as is predicted because systems can take longer to administer.

I think resources are so stretched in some areas that something is bound to fall over and so there is a risk involved.

This answer may change if it were clear how functions were going to be efficiently carried out under the new structure. There appears to be a great deal of confusion and mixed messages about exactly who will be doing what. This also seems to change on a regular basis. There are still some functions that do not appear to have been considered anywhere and this is a concern. The job descriptions provided as part of the process have not helped clarify the situation as they are somewhat ambiguous.

The new structure seems very muddled. There isn't enough capacity to make the changes and to bring them into being. It is not clear why such large savings had to be made straight away before systems and procedures had been put in place. We're now in a situation where those with the knowledge and expertise have left or have been moved to other areas. Those left are going to be under much more pressure and will have difficulty carrying out the existing work, without having to cope with making changes for the new way of working along with legislation changes from central government. The new IT model should have been in place before such heavy cuts are made. There are other areas which don't make sense. What is the point of the town team? We have just cut area offices and no one understands the rationale for the team's creation. Use the staff to help the pressures in the office. We have gone back to a front of house/back office model. This was the way of working that was supposed to be introduced by the hub. It never happened because there was not the management will to make it happen. We have the same managers in place so the new model won't work. Much easier to pass queries on to the back office so double handle.

Services are stretched already

I think it varies. We have strategic leadership capacity and capacity in terms of customer advisors.

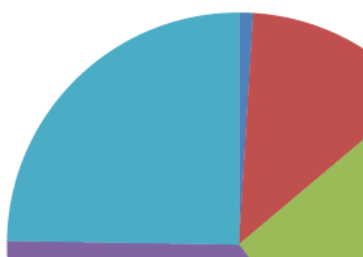
The new structure is designed to deliver the new operating model. However, the new operating model will not be fully implemented as previously stated, therefore the new structure will not be capable of meeting the operations on the ground as they are going to happen. Changes need to be made asap to move fully to the new operating model, or to make changes to the current structure asap.

[REDACTED]

There are gaps in some key areas which are very concerning.

**Q10: How do you feel about the process undertaken to achieve the new structure?**

Very satisfied	1
Somewhat satisfied	13
Neither satisfied or dissatisfied	26
Somewhat dissatisfied	36
Very dissatisfied	25
Blanks	3
<b>TOTAL</b>	<b>104</b>



**Comments received:**

Advice and guidance from IESE was inconsistent - particularly in respect of first and second preferences. Interviewers were inconsistent in their approach. There is no evidence that award of posts was due to scores gained through the process. Structural change occurred during the process to suit the individuals concerned and may have influenced staff preferences for roles. Members were not involved in prioritising services. IESE have claimed success in an article in the MJ, with RDC support. This boasting about success, way before any evidence, is rubbing salt into the wound.

The whole process was rushed and not thought through correctly. Time should have been taken to actually understand what each section actually did and not rely on the consultants who blatantly had no idea as to what was actually done. It's only after the fact that this is being done and obvious discrepancies are now being highlighted and this will only get worse.

The recruitment process should have taken into account the experience of staff rather than simply their behaviours

Although not affected and understand the process would be difficult. It seems the process was very unorganised and left a lot of staff discontent, which affected staff moral for a long period.

I still can not understand why the council needed to secure the services of consultants who have no direct experience of RDC when we employ a Senior Management team who should have been able to plan an efficiency saving scheme and know how the council works. It could be said that if they were unable to carry out this work then why is the council paying substantial salaries to a management team that can not deliver.

[REDACTED]

Communication could have been better

Having the prospect of losing my job was not nice then to be told at the end that there were no compulsory redundancies was a kick in the teeth and made me feel like the process was never thought through. Still waiting for feedback on my assessment from three months ago. Not good enough

I don't feel that my team's significant questions and concerns about the new structure were addressed or taken seriously - hence we now approach the new structure with these questions and concerns remaining.

A couple of Senior Officers are still given too much power and do not display fair and consistent behaviours in their decision making. But, overall I was happy with how I have been treated and the process although stressful at times, was necessary and carried out well.

I am very satisfied with the processes undertaken where I have been involved so have a good understanding of what has been done and why. I am less satisfied with other processes simply because I have not been as involved so it is difficult to be entirely sure as this stage however as the pieces of the jigsaw start to fall into place, which they are doing, there is growing confidence it is just a bit early to say very satisfied as there will be some teething problems however I am confident there is the ability and energy to ensure the new structure succeeds!

Regarding the consultation - I am not sure if anything changed as a result of colleagues being invited to comment. I suspect not. Regarding the interview process, it appears to me to be a very blunt instrument by which to assess whether or not staff will be an appropriate "fit" for many roles. Knowledge and experience have seemed somewhat irrelevant when looking at the in-depth requirements of some of the roles. This then, inevitably, leads to a need for a prolonged programme of training - see above. Many staff have felt very intimidated by the process, particularly if they have not had any recent interview experience, or if they have changed roles and were still learning at the point of interview. Fear and worry have been a common factor throughout. This has, I feel, been capitalised upon.

I do not consider that the appraisal process was undertaken in a fully objective and impartial manner, particularly in respect of the Specialists.

When the organisation is stating that experience counts for nothing and your ability to do the job counts for nothing it is insulting, demotivating and demoralising. The organisation has ended up with a lot of staff moved into new jobs that they have no experience or qualifications. I think it will take at least 2 years for the organisation to recover from this.

Process driven by consultants with no empathy or understanding of staff within the organisation. Would have been far better to have used internal resources to manage the process.

None of the deadlines were met. No communication was made to explain why and when these deadlines would be achieved. Lots of questions asked throughout the consultation period remain unanswered. Everyone involved is too busy. We still don't have a timeline for completion of the structure i.e. reviews, assessments, accommodation, functions of teams and individuals. There appear to be huge gaps in service - some of which are statutory. It will be interesting to see how the new structure will fill these gaps and if it works. How can the Council afford in excess of £400k for consultants and mega golden handshakes to senior staff and then recreate more senior management posts on inflated salaries? Wasn't the idea to make savings? Have any savings been made? Will staff be given this information?

The lack of communication has been a major factor in causing upset. It appeared that no-one involved in processing this understood how it felt to be a part of it or if they did they didn't acknowledge it. It was very unsettling, causing constant feelings of anxiousness and worry for everyone, especially those on a temporary contract but who had employment rights with an end of contract date looming just after Christmas. It was demoralising and frankly upsetting. I doubt that anyone who works here didn't understand the need for changes to be undertaken, however, the fact that the affect it was having on people wasn't even acknowledged by senior management lead to general demoralisation. All that was needed was for someone to say "Sorry, we know this is horrible but we believe we are doing this the best way for everyone" but that didn't happen. The process and subsequent waiting to hear if you had a job went on too long.

The most dissapointing aspect of this process is that it has seen people having to leave the organisation that wanted to work for Ryedale and their knowledge can not be replaced. This could have been managed more effectively, the role recruitment process has not been carried out in a way to benefit the organisation.

Poor communication and a lack of Openness and Respect Poor change management continuing in the transition period Confusion and uncertainty for many staff Lack of staff support

Would appear to very unbalanced with how duties will be reassigned under the review. No staff consultation on this review.

There have been many discrepancies with the whole process and I have no faith in it whatsoever.

Very expensive and could have been carried out by senior management. The ability to apply for different jobs was a welcome opportunity.

People have not been put into place based on the highest scores for each role so good staff will be lost through the preference system. It does not seem to make good business sense to employ people based on this personality based interviewing as people with expertise are being lost because of a nervous interview. Money will be wasted having to re-train people in new roles when staff who are good knowledgeable staff have not got a job based on this interview style and types of question. I was told in my one to one that you should go for gold go for your highest job the preference system was never explained in detail only be careful what you choose as your 1st preference as everyone will be assessed on their first choice first and then if you are not successful if your second choice has already been taken then you may potentially not get anything. This means that you don't get the best person for the job as a person who had a job as their second choice could have scored higher than someone else who had it as their first choice - meaning you don't get the highest skilled person for each job.

In principle, I believe the process was sound however, staff remained unconfident that it was fair and above board, as it was such a dramatic change in focus. People have struggled to accept that knowledge and skills appeared not to be valued, especially when we have such a long serving and experienced staff. Perhaps people would have been less concerned if there had been a balance of the two elements, rather than an apparent total focus on behaviours.

No body likes to be told they are not adequate for a role, however, its important that all staff are treated the same. Equality, diplomacy & democratic behavoiurs have to be displayed and adheared. I understand this has been the process with T2020 and re-structure.



hurried, ill thought out, poorly communicated, ineffective in that many of the issues relating to personnel have been retained if not amplified by the new structure. Consultation points were not incorporated into the structure. Job spec/ descriptions not fit for purpose, terrible project planning from the start getting worse in the transition stage, a shambles in virtually all aspects. The proud behaviour concept is an insult and assumes that existing post holders qualifications and experience count for nothing. There was never any financial information provided about costs and benefits comparing the old to the new structure used in any of the process so it will be impossible to judge the effectiveness of the experiment with RDC services. No one in senior management seems prepared to take responsibility despite the increased size of senior management in proportion to retained numbers of staff

I do think that it was good that the interviews were carried out by external interviewers; however morale has been badly affected and team spirit has been eroded as everyone was forced to compete for roles. Many staff have been worried sick for months on end, having real concerns about how they are going to pay their bills if they do not get a role in the organisation. Many staff have suffered from symptoms of stress including insomnia, several members of staff have become emotional in the workplace crying and struggling to carry out their tasks effectively. Staff did not feel able to speak out about their feelings because they were worried that their chances of getting a job might be adversely affected and staff feel that they will be unable to express their views in the future structure. Management set timescales and did not meet their own deadlines which led to further stress and anxiety for staff who were expecting information and decisions on certain dates. Information was often disseminated on a Friday afternoon which means that part time staff who do not work on Fridays are not informed about developments in a timely manner and they have less time to prepare for the next stage of the process. The actual interview process does not seem to be at all relevant to the job role for which the person is applying. Going forward it is important that the interview process includes testing of the candidates' skills and ability to carry out the job, not just the proud behaviours. It seems completely unfair that a [REDACTED] at a time when the council is looking to cut jobs. The new structure seems to have retained plenty of management positions whilst leaving very few staff on the ground to provide services, and managers have been incentivised to stay at Ryedale by awarding them pay rises. Many staff who have been successful in the process are now very concerned about how they will carry out their new roles and what exactly they will be expected to do in April when the new structure is in place. There seems to have been very little planning of who will carry out which functions and how the teams will interact and there is now very little time to provide training and put things into place. I think the next few months will be a very difficult time for the staff at Ryedale. There are many dedicated staff who go the extra mile and do their very best for the community but things seem quite chaotic at present as the rate of change is very fast, not only including cuts, a restructure but also the imminent change of office space, staff therefore feel very insecure. Generic job descriptions are not useful as it is very difficult for prospective candidates to understand what the role involves and it will prove more difficult to recruit in future. Some staff have degrees in their specific field of work in professional roles and their new job titles do not accurately reflect their job roles, this will be confusing for the public to understand, will prove confusing for colleagues in neighbouring authorities and will not look good and the individuals curriculum vitae. The naming of the new departments 'place' and 'people' are also confusing and do not clearly reflect the functions that will be carried out. We are also likely to see more staff leave the organisation in the next few months because they are unhappy with the way they have been treated during the process and they have been allocated roles that are a downgrade or do not offer career progression and job satisfaction.

The process appeared to start out being quite open, involved staff, and put forward a clear need for why change was required. However, once the detailed consultation process began, when the draft

structure was published for consultation, there has been a widespread feeling that genuine staff concerns have not been listened to or addressed. For example - a detailed response to the consultation which was submitted by [REDACTED] incorporating Unison members' concerns, comments and questions appears to have been ignored as no response was provided by management. Major concerns remain about the principle of appointing people to posts purely on the basis of highest PROUD behaviour scores (following an initial sift to ensure the basic person specification is met) as this effectively ignores a person's skills, aptitudes and experience. This is not a good way to ensure that you have the most capable, knowledgeable and effective people in key roles - especially specialist professional roles. Once the draft structure was published and comments/feedback/queries received - the programme should have allowed sufficient time for management to reflect on the feedback from staff and Union and to ensure that this was fully reflected in the Final Structure (or if this was not possible - explain why not) before people were expected to express an interest in specific posts. In reality - the structure was changed AFTER people had expressed an interest in and been interviewed for specific Lead level posts. How can it be right that all but one of these Lead officers were appointed. Surely if there was any intention of changing the structure / responsibilities of any of these roles they should have appointed either all or none in order to be fair and consistent to all candidates. If that meant re-inviting expressions of interest and slightly delaying the process then that would have been far better than deleting the Specialist Services Lead, creating a completely new Head of Planning post (appointed to directly) and divvying up the remainder of the specialist areas between other Lead officers. There has been a huge amount of unease about spending major sums of Council Tax payers' resources on appointing external consultants to undertake the T2020 exercise - when we already had a Head of Transformation, HR Manager plus additional senior HR resource from Selby DC, plus various other members of staff that have been involved at various stages. Had IESE provided a structure and model of working that staff had confidence would work then that would not be quite as much of an issue. As it is - it feels like the Council has spent an awful lot of money to put in place a structure that may not prove to be fit for purpose.

I am surprised and disappointed that experience, qualifications and how you conduct yourself on a daily basis is not taken into account.

We were told at the familiarisation meetings with IESE that staff would be entitled to their scores for the PROUD behaviours and assessment process. Management are now saying that staff will get a development pack instead.

The T2020 process has not been a fair one and it is hard to picture one which could have been worse run or less transparent. Although the supposedly final structure was published before staff had to submit expressions of interest and preference for posts, the structure was changed later in the recruitment process. Had the real final structure been known, staff may have preferred for different posts and may have been scored differently on assessment. A new Head of Planning post has been created and someone appointed, with no open application and assessment process, and no evaluation of the grade of the post, which is on the structure chart at the same level as the previous Head of Planning and Housing despite covering only half the previous role. Information at staff briefings and familiarisation sessions ahead of the expressions of interest clearly indicated that posts would be allocated on the basis of the highest score, with staff encouraged to aim for a promotion with their first preference and use others as a fallback, a bronze, silver and gold approach. However after the process concluded, we were advised that all the first preferences had been dealt with first, so low scoring first preference candidates would have been appointed ahead of high scoring second preferences. Not only does this mean that the best people are not in these posts, but it also means that many people had wasted second and third preferences and may have lost out as a result. The differences in the communication about this can be traced, and show the

change in message before and after the assessment process and could be shared if an independent investigation took place into what has happened. Recently people have been told that feedback on the assessments will be received from the new line managers. But at no point during the process was anyone told that the assessment feedback would be shared with other staff, and people have not been asked for permission to do this. Also in some cases, I have been told these people were candidates for the same posts and so this amounts to treating people differently as in some cases people will see feedback relating to their competitors, but others won't. For any feedback to be meaningful, it needs to come from the people who undertook the assessment. Feedback from anyone not present, who only has a written report to read from makes it a tick box exercise. In addition, four months after the assessment process is too late for any feedback to be taking place. From comments made by colleagues I believe the written reports produced for feedback are questionable, being written around the role allocated, rather than the ones applied for, and, it is generally felt, they contain some incorrect and/or contradictory information which is not helpful and does not give any credibility again to the process. If the process undertaken had been fully robust and objective, it would be highly unlikely that all of the same senior managers would have been reappointed. As it is these are the same team of people who failed to deliver change from 2012 onwards, when the Business Hub was created, and whose performance has been severely criticised in the Corporate Peer Challenge report. I would say that the rest of the organisation does not have confidence in their ability to deliver the change needed going forward, in a fair and effective manner. We ask ourselves, where have we seen the PROUD values and behaviours evidenced in the way in which the T2020 process has been run, and the answer is nowhere.

I found it very sinister and intimidating.

An extremely prolonged process causing stress to many colleagues. Many colleagues felt their confidence knocked by the process and were very anxious about the assessment process and the many months leading up to it.

Not involved Hired staff in

The process has been very challenging for staff and felt very protracted. I had to wait 6 months before getting feedback from my interview. I did not feel the feedback eventually given to me reflected me at all. But it feels that if I say this it appears that I cannot not take feedback! Which is not the case at all. Catch 22 situation. I thought the process would show case the fact that I am hardworking and passionate about what I do. However the process has massively dented my confidence.

It had to happen and there was always going to be some dissatisfaction. I think the proud behaviours are a generally good idea but the process was undertaken relatively poorly and the staggering lack of consideration for other factors (ie job related knowledge and technical skills) was baffling

It was clear there was an absolute requirement to reduce costs, and people understood this. The reported information and staff understanding is that there was a [REDACTED], yet in reality the new Mgt Team Structure appears to show no apparent savings. A DCE has replaced the redundant role, and the entire management team has remained in place, slotted in to roles that feel/appear to be not dissimilar to what was being done previously. This isn't a criticism, just an observation. The real cuts have been made to the resource that is tasked with delivering the frontline services - and the concern is whether this resource is going to be able to deliver what's required without having an impact on residents.

This has been a total sham. Money ill spent, people appointed through an ever moving non transparent appointment process and how senior managers can say it has been a success is shameful. Well, they can because they are sitting pretty. People predicted the outcome of the management structure before it took place and it happened. The structure then changed without explanation. [REDACTED], more posts in customer services than on the original structure, people being 'placed' in roles to fit with what the chief executive wants - so unfair. This is being made up as we go along to save face for those that brought in IESE and now people can't undo what is done.

Managers' views did not seem to be taken into account and yet they are left with the new structure to try and work with.

Communication - Admittedly there was plenty of 'communication' but without a great deal of substance. Messages communicated were also confusing and contradictory. For example, being told in familiarisation sessions that staff would receive their scores from assessment and where this placed them in relation to colleagues (anonymised). It was also unclear how the preferencing exercise would work and quite a few staff lost out as a result. The structure changed quite considerably, some changes being attributed to feedback during consultation but this does not account for individual posts being created that were clearly targeted at certain individuals. Apart from the mention of the counselling services, there was little support offered to staff during what was an extremely distressing time as people did not know whether they would end up with a job or not. Interestingly, the counselling service has been fully booked for some time and would have struggled to respond to multiple requests for its services in a timely way.

. I understand the reason for doing it, but why were expensive consultants needed. Isn't this what chief executives and managers are paid for. Communication was initially good and we understood the why we needed to review and change. The new model is supposed to have come from process mapping our business areas. While some mapping was done it is obvious from the gaps in the new structure that much had been missed. (Work is now tending to go with the person who has the knowledge not to the area they are going to be working in.) Communication dried up. Most departments asked queries about the gaps they saw in their service. Nothing came of it, just stone wall answers and the T2020 channel became viewed with suspicion. Once the structure was out we were told to wait for job descriptions and all would be clearer. It was not. The descriptions are so woolly and read like sky blue thinking rather than anything grounded in reality. It was hard to know which jobs to apply for and IESE were nowhere around to ask questions. It was so wrong to put the new structure solely in the hands of the chief executive (who was here less and less in this process) and IESE. There was no one to argue any checks and balances based on the needs at the coal face. The application process was awful. Your whole future depended on one interview. The hard work, dedication and innovation counted for nothing. I have never applied for a job where I was not asked questions about my ability to do the job I applied for. Even worse there was no opportunity for me to ask questions. The interview process is meant to be a 2 way thing. The recruitment model being used now favours those who can talk and bluff rather than those who are quieter. Your experience and loyalty no longer counts for anything so there is no incentive to perform in the future

No consultation with existing managers and team leaders - no communication whatsoever. No timescales kept - causing stress to staff

Not as transparent as I had been led to believe it would be

Do not feel staff comments have been taken into account. There have been too few changes at a senior level to fully effect the required change towards the new operating model.

The process used is not an appropriate assessment technique given that staff have workplace experience and skills, and that teams had been built up to utilise those skills and experiences. The process used is one that is commonly used to assess Graduates ie when employers are faced with say 20 graduates all with relevant training but without work experience. To use this process instead of one of the many team assessment techniques which recognise the skills and varying roles within teams and how characters interact is not in my opinion sensible: too many similar characters could exist in the new teams resulting in conflicts and possibly bullying situations. In addition, to base an assessment on a single person's consideration of the interviewee's responses is open to interpretation and possible character conflicts. The process of assessing who the customers are as well as which are front line staff appears to consider that the professional staff are not front line. The order of how the roles were placed on the expressions of interest forms has never been fully explained and could be at the advantage or disadvantage to staff as they applied for different roles. The process as used appears to be inconsistent and has been adapted as the weeks have gone on. There have been inconsistencies around the allocation of roles to staff with staff being asked to apply for roles within a particular job and yet being offered a generic job is not what staff expected. There are also instances where staff were offered roles they did not apply for, but because their behaviour score was acceptable they were advised to accept as otherwise they would be out of a job....! There appear to be many adaptations and changes to the supposedly final structure as published last year before the one released a couple of weeks ago. It would appear that some staff have been given roles without actually applying for them and therefore going through the assessment process. For those staff who did apply but which were not successful in achieving a new role (because their behaviour score was too low so they are leaving under VR) maybe they would have been more successful had they not applied for any roles and therefore not be assessed?

An interview based only on the requirements of PROUD behaviour to be slotted into a job is a little concerning to say the least. It is evident that there are people that have perhaps been put into roles that are likely to be outside their technical capabilities because they were PROUD at interview. We have also taken people out of skilled roles requiring specific knowledge and put them into a completely unrelated area...thus reducing the overall knowledge base in specific departments. It all feels like we are a testbed for the consultants.

**Q11: Would you like to add anything else?**

The transition plan needs to be quickly shared with staff and implemented to give confidence that the T2020 model will work.

Struggle to see how these questions can be used to formulate a program to improve the Health & Well being of the staff. Perhaps members should have taken the time to understand what staff have been through during the process and taken a more active role in the entire process.

Not worth it.

I honestly hope and will be working hard to make the new structure work, but I do worry that staff will be put under stress in carrying out their duties.

I am very excited about the changes ahead but want support from Senior Management & Members

I know we have to save money and have less people - I just want us to make clear to members and partners so that everyone has realistic expectations of the organisation post March 2017

IESE staff were friendly and helpful.

I have been very supported by RDC (individually and organisationally) since I became ill. I am very grateful that, because of this support, I have been able to continue doing the work that I love.

I think this staff survey is a very positive action and a very useful tool to help with improving internal communications. I would view a regular, relevant questionnaire (twice a year?) a welcome addition to the range of communication channels used by RDC in the future to obtain feedback and inform future actions where applicable or to just reinforce how effective internal communication actually is. I personally think that internal comms are already very good however there is always room for improvement which is acknowledged by management - through the development of a comms strategy which is work in progress - particularly for hard to reach staff groups. There is always going to be a minority who will never be happy with internal comms who do not fully appreciate that certain information is communicated on a need to know basis however staff questionnaires will help to address this.

Very little of this survey has actually involved Health & Wellbeing. It appears that the majority of the form is designed to try to improve communication with staff, in line with the recent Peer Review recommendations. I suspect that this questionnaire is a result of some criticisms within that document. I hope that all staff feel confident enough to be open and honest and that staff recommendations are taken seriously. However, to my knowledge, there remains a fear that speaking out can damage your prospects of remaining at Ryedale or that whatever you say, nobody listens.

I am not sure that the Council cares about individual staff members anymore.

With the new structure, people have either left/leaving under redundancy and people moving into new positions. Departments are stretched anyway but are going to be even more with the changes which are coming. This could well have an impact on peoples health with more pressures.

Staff are demoralised, morale is very low, more key members of staff will leave. Ryedale DC have some amazing, hardworking people working for them, but they aren't valued. (Proven by allowing some key professionals to leave). Everything is taking too long, staff aren't being communicated too. If something isn't going to happen then tell us. Don't give timelines and then fail to meet deadlines, it is extremely frustrating, stressful and upsetting for staff. Concentration levels will dip, productivity will fall as staff can't focus on their jobs. Sickness levels will increase and this will have a detrimental effect on the staff that are left who are already stretched to the limit.

I think this survey should be annually undertaken and results published.

The interview process I feel there is nothing wrong with behaviour based interviews but they 100% favour those that can do interviews. Not everyone can, some people find them intimidating and difficult, however, that same person may have years of experience in the role but ultimately are not offered a position because they couldn't do the interview. What a total waste of talent/knowledge/expertise. What an insult to that person. Also the process did not/does not allow anyone to show enthusiasm for the role they have applied for or what they can bring to it. Behavioural interviews can be a part of it but not the whole of it. There has got to be a persons knowledge and experience taken into account somewhere in it. Also some roles require a person with particular attributes that the managers know of and it appears those managers are not a part of the process so you could end up with someone being offered the role that is totally unsuitable because of a lack of understanding by those doing the process of the role and what it involves. For

example Ryecare who are dealing with vulnerable people who ultimately may be scared/hurt following a fall/dying on the end of the phone. Not everyone can cope with that, how can a persons ability to cope with that be judged by a behaviour based interview? You get the wrong person in place then the service is not provided at a crucial time and ultimately you have to go through the recruitment process again.

Once the new model comes into place communication between members, management and staff needs to be improved if we are make this re-organisation work for the authority and the public we are here to serve. Staff want clear direction, because morale at the moment is at an all time low.

There should be kitchen facilities for staff - it's unacceptable that staff have to wash mugs and crockery in the toilets and that kettles etc are perched on cabinets in the office area. There should be a quiet room or suitable space for private conversations or phone calls available to all staff.

Cannot comment further until the set up starts but due to untrained staff being ascertained tasks in addition to their current duties there will be a deterioration of standard of service to the public. I would say staff morale is very low.

If the council is serious about improving the health and wellbeing of it's staff and mitagating against poor air quality for residents in Malton & Norton then we could do no harm in signing up to the Cycle to Work scheme. Let's show some initiative and lead the way for employers in the district, some good PR too. The Bike to Work scheme promoted by central Govt. is about funding the employee purchase of bikes and safety equipment. There is a useful summary at <http://www.bikehub.co.uk/featured-articles/cycle-to-work-scheme/> which also lists various third party providers. More formal guidance is at <https://www.gov.uk/government/publications/cycle-to-work-scheme-implementation-guidance> Cycling UK tells employers how to become cycle friendly at <http://www.cyclinguk.org/article/campaigns-guide/becoming-cycle-friendly-employer>

I would be more than happy to take part in any kind of joint meetings to discuss staff matters etc with Members. I would relish the opportunity to try and improve staff morale and confidence and therefore, if volunteers were asked for, I would put my name forward for sure.

There needs to be a clearer sense of how we are going to be able to cope with increased workload.

I feel that communication between managers and staff is limited and we are not kept fully informed which creates Chinese whispers and uncertainty. We find out information from the newspaper or from other stakeholder websites re working locally with other organisations and members of the public who ask us and it is embarrassing that we are not told what is going on. I don't feel respected or valued. I don't feel that this process has been open or honest and has taken it's toll on staff. When I first came to work at Ryedale it was a brilliant place to work and people didn't leave but I have never seen so many staff dissatisfied, and leaving in the last 3 years +. I would like to see honesty, transparency and straight talking instead of a question being asked and the answer being politically talked round and not answered honestly.

The structure seems to have mysteriously changed from what originally was set out, the reasons for this are not clear but appear to solely down to taking specific personnel into consideration, essentially creating jobs where previously there were non.

I think there should be regular staff consultation, at least once a year.

The Towards 2020 process has been difficult and very for many staff - unfortunately this was not recognised by the Chief Executive and Deputy Chief Executive at the Staff Briefing on 13th December. Staff were shocked at the lack of awareness and empathy shown at this briefing, coming as it was just a few days after many people were informed that they had not secured a job in the new structure. There was a complete inability to 'read the mood' in the room - using the same tone as for previous briefings, going over the same preamble (again) and expecting staff to be willing to 'chip in' with answers (and even expressing wonder that "you're a very quiet bunch today"! ). Whilst it may be true that the Council has not had to resort to formal compulsory redundancy proceedings - it is incredibly disingenuous to claim that everybody who eventually agreed to take voluntary redundancy actually wanted to go. Some were left with little or no real choice short of an employment tribunal. The way the Towards 2020 programme has progressed since publication of the initial draft structure has damaged the respect for, and confidence in, the Chief Executive. I hope that an intensive and proactive plan of work is developed between senior management, Lead Officers and Principal Officers to try to re-engage with staff to make good some of the damage to staff moral and motivation.

I feel that staff have been treated atrociously. I know that some have taken the opportunity to leave but there are other staff that have been forced out. People have been placed in departments where they do not have any experience. This leads to staff morale being low and will not foster goodwill.

Basing an organisation on the PROUD values and behaviours, means these have to be adhered to at the highest levels and in everything the organisation does. It is not acceptable to turn a blind eye to bullying. It is not acceptable to run an assessment and recruitment process which is fundamentally unfair and potentially legally challengeable, with the goalposts moving at the end of the process. The points I have raised in this survey and that I suspect others will also be raising need urgent attention. A totally independent and thorough investigation is needed into both the T2020 and the bullying issues before they do even more damage to the staff, work and reputation of this Council.

Thank you for keeping me updated with the T2020

PROUD behaviour not being followed.

No

No

Lions led by incompetents.

I appreciate its been a very challenging process for all involved top down. However the real winners are those ineffective staff who have been given redundancy. The losers are the remaining hard working staff who feel unappreciated and are left to pick up the work and make the new structure work. We can all choose where we want to work, I will leave this organisation as soon as the opportunity arises.

It will be interesting to see your follow-up, but we fear that although you clearly have good intentions, you might struggle to have any impact. We will however remain hopeful!

People are very unhappy no matter what management says. It seems we are rudderless and being driven into a culture of aggressive management. I think all members need a reality check on what is actually going on with staff. The peer challenge we had was a smoke screen to avoid what is



happening wiith staff and to try to put the blame at members door. To say we have not had any compulsory redundancies is another sham too.

I am currently suffering from work related stress and am not sleeping due to the pressures of taking on additional work with fewer resources.

I fear it is unlikely that things will change in the short term and as a result, RDC is not a pleasant place to work. With the introduction of the PROUD behaviours, staff are even more reluctant to voice concerns as they fear they will be perceived as negative and the PROUD stick will be used to beat them with. What is even more disturbing is not seeing these behaviours demonstrated further up the hierarchy. I appreciate we all have choices about where we choose to work but until we can secure suitable work elsewhere, we will have to grin and bear it. It is my understanding that many staff members are actively searching and applying outside of RDC which is a shame as there are some very talented and genuine people who care about their community and their customers.

I used to be proud to work for Ryedale District Council. No longer. The heart has been ripped out of the place. I have no incentive.

I understand that efficiency savings needed to be made, but to put all staff through the uncertainty of a job for over 6 months is really unreasonable and stressful. [REDACTED]

[REDACTED]  
[REDACTED]  
drastic and leaves the Council at potential risk. It appears that Members are totally unaware of the situation. The result of the restructure now is that the remaining workforce is totally unmotivated, partly due to a complete lack of leadership and team-building throughout the process and this transition period.