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EMPLOYMENT AND MEMBER STANDARDS PANEL

will meet on

TUESDAY, 19TH MARCH, 2019

At 6.30 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE EMPLOYMENT AND MEMBER STANDARDS PANEL

COUNCILLORS LISA TARGOWSKA (CHAIRMAN), EILEEN QUICK (VICE-CHAIRMAN), PHILLIP BICKNELL, STUART CARROLL, DR LILLY EVANS, MJ SAUNDERS, CHRISTINE BATESON AND LYNNE JONES

SUBSTITUTE MEMBERS

COUNCILLORS SIMON DUDLEY, DAVID HILTON, JACK RANKIN, JOHN STORY, EDWARD WILSON, SAMANTHA RAYNER, RICHARD KELLAWAY AND CLAIRE STRETTON

Karen Shepherd, Service Lead- Governance - Issued: Monday, 11 March 2019

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 22 January 2019	7 - 10
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5.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 6-7 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

PRIVATE MEETING

- | | | |
|----|--|---------|
| 6. | <u>MINUTES</u>
To consider the Part II minutes of the meeting held on 22 January 2019
<i>(Not for publication by virtue of Paragraph 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i> | 35 - 40 |
| 7. | <u>PAY REWARD PAYMENT 2019</u>
To consider the above report
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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: 'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: 'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

EMPLOYMENT AND MEMBER STANDARDS PANEL

TUESDAY, 22 JANUARY 2019

PRESENT: Councillors Lisa Targowska (Chairman), Eileen Quick (Vice-Chairman), Stuart Carroll, MJ Saunders, Paul Brimacombe and Christine Bateson

Officers: Karen Shepherd, Nikki Craig and Russell O'Keefe

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Bicknell.

DECLARATIONS OF INTEREST

Russell O'Keefe declared an interest in the item 'Part II minutes' and left the meeting for the duration of the discussion and voting on the item.

ORDER OF BUSINESS

RESOLVED UNANIMOUSLY: That the order of business, as detailed in the agenda, be varied.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 20 December 2018 be approved.

APPROVAL OF PAY POLICY STATEMENT 2019/20

Members considered approval of an updated Pay Policy Statement for 2019/20, as required by the Localism Act 2011.

The Head of HR explained that the council was required to annually update and publish the policy, which included details of chief officer salaries, benefits, redundancy and pension entitlements, the number of employees in pay bands and a comparison between the highest and lowest paid officer. Members noted that table 1 provided data on this comparison since it had been recorded, showing a reduction over time. There had been a slight increase in the latest data due to the appointment of the new Managing Director.

Members noted that the policy would need to be revised in-year when the public sector exit payment reforms came into force. The reforms had been due in spring 2018 but had been delayed. Members received comparative data for other Berkshire authorities and councils within the CIPFA group, showing the borough was doing well. It would not be possible to rank the borough nationally without seeking and comparing data from every authority, which would require significant resources.

The Acting Managing Director confirmed that the ability to buy or sell leave was at manager discretion and based on business need. He had personally never received a request to buy leave within his service areas. It was confirmed that a new starter received 28 days holiday plus 8 bank holidays, accruing from day one. Councillor

Brimacombe commented that most private companies capped leave at 25 days plus bank holidays. The Chairman commented that the civil service standard was 32 days plus bank holidays. The Head of HR confirmed that other local authorities on the Green Book gave 28 days, plus more for additional years' service. The borough was therefore relatively low compared to other local authorities.

It was confirmed that apprentices were not included in the data relating to highest and lowest paid officers as this would distort the data. Members noted that all officers received the benefits listed in paragraph 3.2 of the policy.

RESOLVED UNANIMOUSLY: That Employment and Member Standards Panel notes the report and:

- i) Approves the updated Pay Policy Statement for 2019/20 and recommends the statement to Council for approval on 26 February 2019.**
- ii) Notes that further revisions will be required to the statement when the Government's reforms to public sector exit pay arrangements are implemented.**

GENDER PAY GAP 2018

Members considered gender pay gap data for the period up to 31 March 2018, which was required to be published by 31 March 2019. During the 2017/18 financial year a number of services had transferred out to partner organisations, therefore the workforce data at 31 March 2017 was very different to that at 31 March 2018, on which the latest report was based. In particular the ratio between male and female staff had reduced, from 74% to 65% female.

Members noted the detail of table 1 in the report which showed a gender gap of 7.58% (mean) for the borough. This compared to a figure of 17.1% nationally and 17.5% for the public sector. The borough performed well against other Berkshire councils, although 2018 figures had yet to be published. Updated data could be brought back to the Panel later in the year.

The regulations also required comparative data relating to bonuses. For 2018 this had included honoraria, instant rewards, and lump sum payments in Pay Reward and Award. Lump sums were awarded if an individual was already at the top of their pay band, therefore it was difficult to do a year-on-year comparison. However, Members noted that in relation to bonuses, females had higher average (mean) payments. Appendix C provided commentary on the data, which not all councils chose to produce. The commentary included activities the council could undertake to address the pay gap. These would not necessarily have an impact in year one, to see significant change may take a number of years.

The first action was to review pay profiles within pay grades and dip sample to identify any pay equalities. Of the councils 13 grades, in eight grades females were paid slightly more than their male counterparts. In the five grades where males were paid more, males were in most cases older and had a greater length of service.

The second action, to undertake unconscious bias training, had resulted in the launch of an e-learning course. CLT would be considering whether the course should be mandatory for all managers. The promotion of family friendly policies had been undertaken through Borough Bulletin. A survey was being considered to see if staff

recognised the options available. There had been no take-up of shared parental leave however this may be because it was only paid at statutory rates. A middle managers' forum had been proposed to utilise the skill set and talent below CLT. A mentoring programme was in place and there had been a push on the qualifications available through apprenticeship levy funding.

Councillor Brimacombe commented that as long as roles were gender blind and opportunities were available to all there was a point at which the council could do no more to manipulate the workforce. The council should not chase a figure beyond what was acceptable on the basis that there was no bias in the system. The Acting Managing Director commented that of the 12 most senior officers, 6 were male and 6 were female. Four months previously this would have been seven females to six males.

RESOLVED UNANIMOUSLY: That the Employment and Member Standards Panel notes the report and:

- i) Approves the commentary about the council's gender pay gap for publication on the council's website and the Gov.uk website.**
- ii) Approves the actions identified in the commentary.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 7-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act.

The meeting, which began at 6.30 pm, finished at 7.35 pm

CHAIRMAN.....

DATE.....

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Report Title:	2018 Staff Survey
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Targowska, Lead Member for HR, Legal & IT
Meeting and Date:	Employment and Member Standards Panel 19 March 2019
Responsible Officer(s):	Duncan Sharkey, Managing Director Nikki Craig, Head of HR & Corporate Projects
Wards affected:	None

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REPORT SUMMARY

1. This report details the 2018 Royal Borough of Windsor and Maidenhead staff survey results and analysis.
2. Nearly all areas saw improved scores from the previous 2016 full staff survey including personal achievement, opinion of managers and enthusiasm levels. There were a number of areas that, despite showing an increase compared to the previous survey, retained relatively low scoring. These areas are highlighted by the results as areas for priority in terms of potential improvement and include communications and leadership visibility and behaviours.
3. A draft priority engagement activities plan has been developed by both ambassadors and corporate leadership team, focusing on the priority areas highlighted by the results.
4. This report recommends that Employment and Member Standards Panel reviews and notes the 2018 staff survey results and the draft priority engagement activities plan.

1. DETAILS OF RECOMMENDATION

RECOMMENDATION: That Employment Panel:

- i) **Note the 2018 Staff Survey results and analysis and the draft priority engagement activities plan.**

2. REASON FOR RECOMMENDATION AND OPTIONS CONSIDERED

- 2.1 The 2018 staff survey was launched on 2 July 2018 and ran until 27 July 2018. The question set was the same as those used in the full 2016 staff survey, which in turn were based on the Times Best Employers format.
- 2.2 Overall 327 employees responded to the survey, representing 52.23% of the council's staff, excluding school's staff.
- 2.3 The survey consisted of seven key areas:

- All about you.
- Learning and personal development.
- My manager.
- The leadership.
- The council.
- Service excellence.
- Satisfaction.

2.4 Staff were given the following options to respond to each question, apart from the satisfaction questions which were scored independently:

Table 1: Staff survey response options

Strongly agree
Agree
Neither agree or disagree
Disagree
Strongly disagree

2.5 Several elements show a highly engaged workforce, specifically with regards to teamwork, managers and the service that is delivered by the council. These elements can be focused upon to be celebrated within the organisation.

2.6 Elements such as leadership and staff stress levels which show a lower positive response score and higher neutrality, are being reviewed at a council wide and directorate level for action to make improvements.

Analysis of staff survey results

2.7 The 2018 survey used the same question set as the previous 2016 survey, meaning that it is possible to view trends over the past few years. However, it's worth noting that since the 2016 survey a significant number of employees have left the direct employment of the council, moving over to partner organisations such as Achieving for Children and Optalis, meaning that the makeup of the workforce has changed.

2.8 Overall the majority of questions scored higher than the previous survey, with all but the two following questions seeing an increase:

- The training I receive is of benefit to me in my job (down from 53.50% in 2016 to 47.24%).
- Staff constantly seek to improve the service that we offer (down from 70.33% in 2018 to 70.07%).

2.9 A full comparison with the previous survey can be found in appendix A.

2.10 The overall scores were classified as follows in order to categorise scores:

Table 11: RAG classification

<36%
36%-70%
>70%

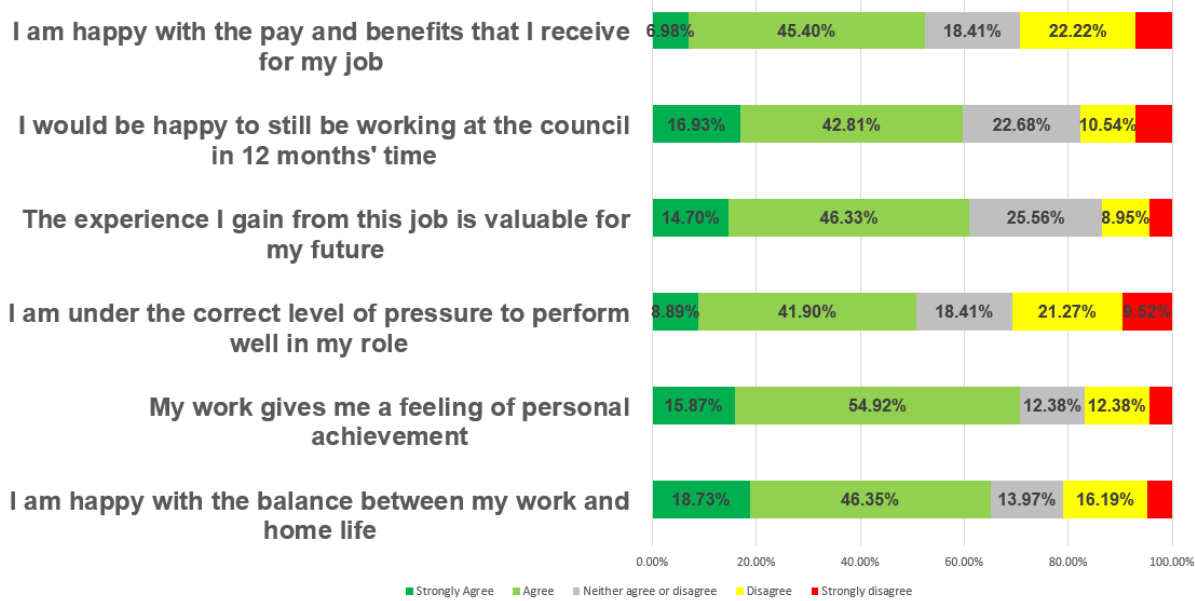
- 2.11 Although the majority of scores saw an improvement it is worth noting that only the following five questions scored over 70% and are RAG rated green:
- My work gives me a feeling of personal achievement (70.79%).
 - I believe that I make a valuable contribution to the success of the council (82.26%).
 - My manager takes an active interest in my wellbeing (73.91%).
 - In general employees understand the expectations of our residents (72.63%).
 - Staff constantly seek to improve the service that we offer (70.07%).

2.12 The full 2018 survey results are detailed in appendix B with a breakdown of each of the seven key areas detailed from 2.13 to 2.40.

All about you

2.13 This question set seeks to understand how staff generally feel about their role, reward and working for the council.

Table 2: All about you responses



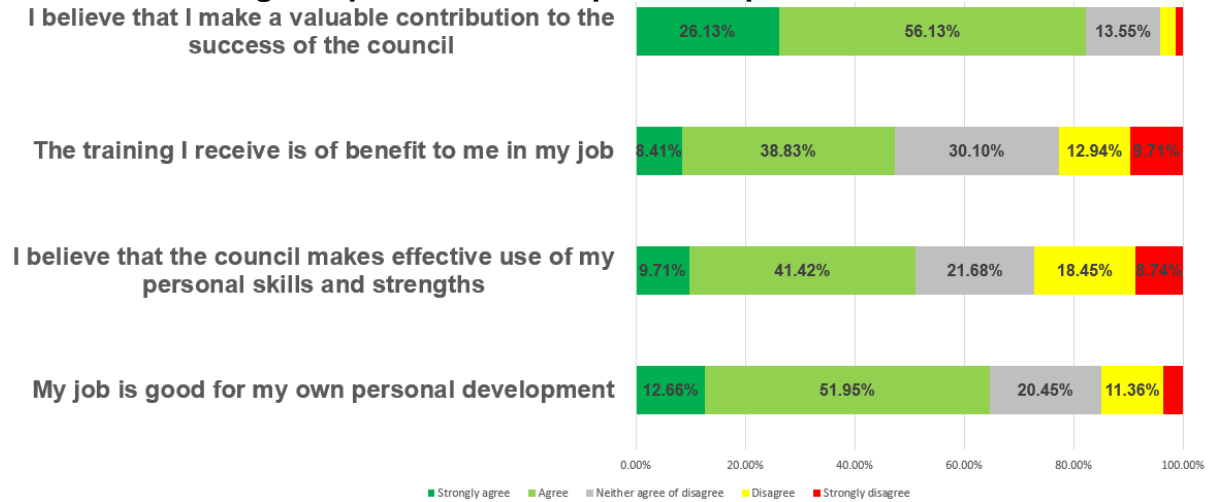
- 2.14 Overall, this question set received generally positive scores. 59.74% of staff would be happy to still be working for the council in 12 months' time. Similar results are represented throughout the survey with:
- 70.79% state that their work gives them a feeling of personal achievement.
 - 61.03% feel that the experience that they are gaining will be valuable to them in the future.
 - 65.08% are happy with the balance between their work and home life.

2.15 However, only 50.79% feel that they are under the correct level of pressure to perform well in their role. Similarly, only 52.38% are happy with the pay and benefits that they receive.

Learning and Personal Development

2.16 This question set ascertains staff perception of their personal impact within work and their opportunities for development and advancement.

Table 3: Learning and personal development responses

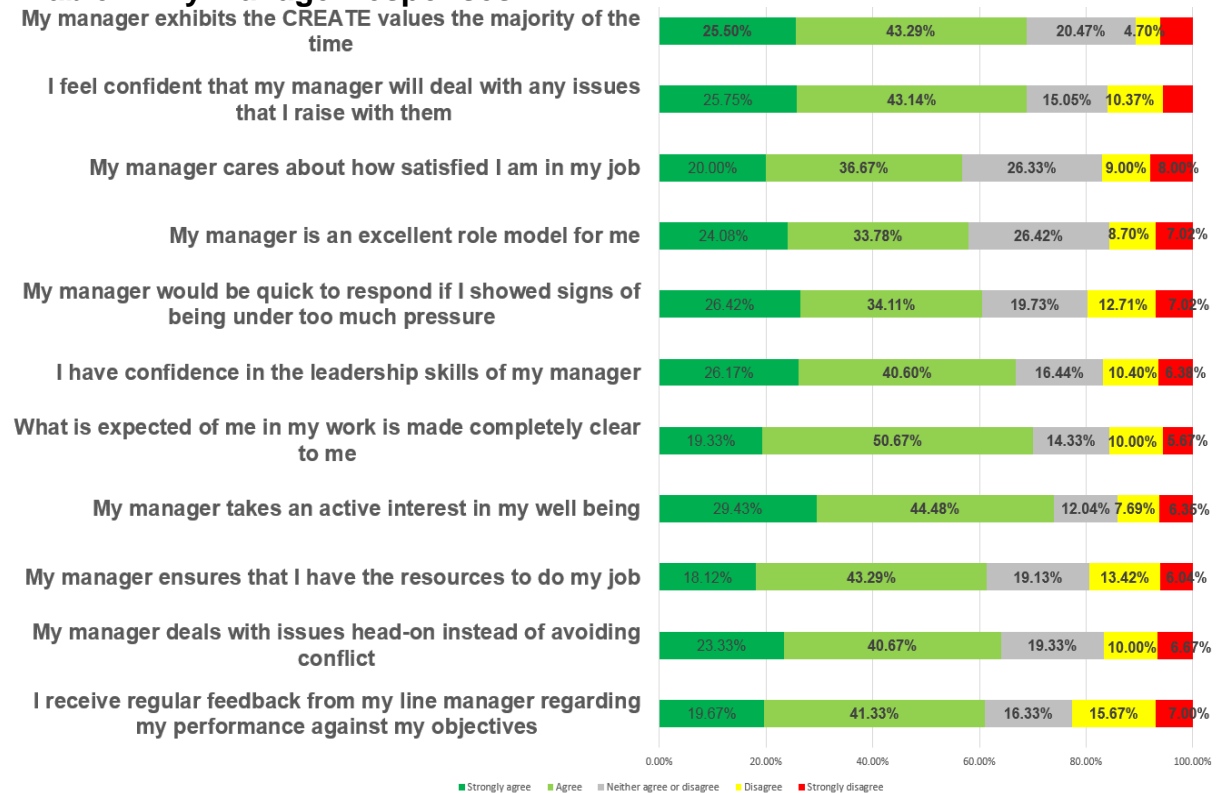


2.17 Staff feel that they make a valuable contribution to the success of the council (82.26% positive). However, only 47.24% state that the training they receive is beneficial to them in their job.

My manager

2.18 This question provides insight into how staff feel about their line management, in the support offered and their manager’s behaviours.

Table 4: My manager responses



2.19 Staff indicate positively towards line management capability. 73.91% were positive towards line managers taking an active interest in their wellbeing and 70.00% positive response towards ‘What is expected of me in my work is made completely clear to me’. Given that 82.56% of staff feel they make a valuable

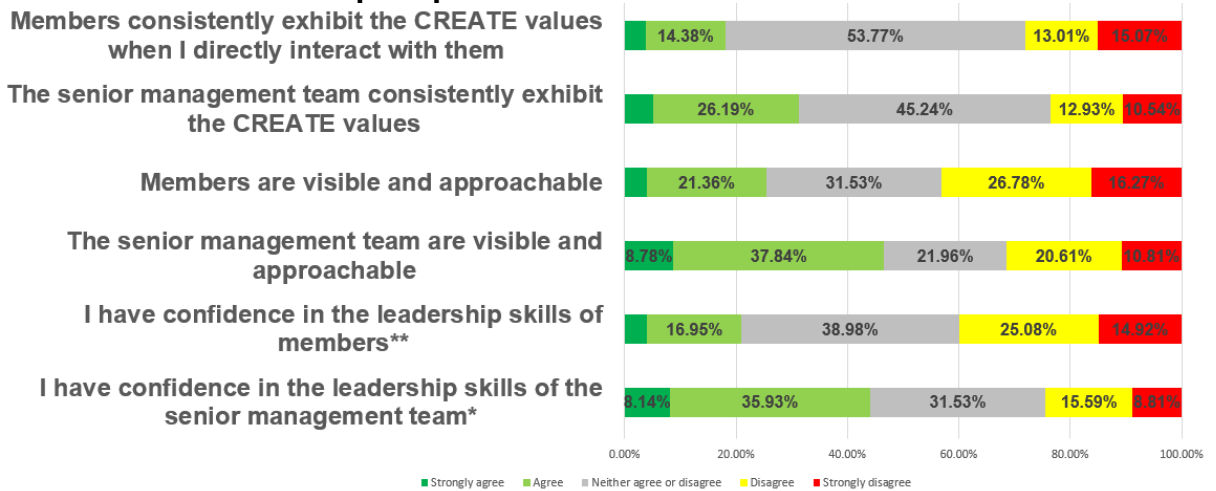
contribution to the success of the council, this demonstrates that staff feel confident in what they are doing and their job roles are clear to them.

- 2.20 66.77% responded positively to having confidence in the leadership skills of their line manager, compared to questions about senior leadership later in the survey (see 2.22). This shows a reasonable level of staff confidence in management but less so in strategic leadership. It should be noted that interaction with managers will be far greater than with senior leaders and elected members, so this will have an impact on the positive response score.

The leadership

- 2.21 This question set is designed to understand staff perception of council senior leadership and elected members. Senior leadership was defined as directors, deputy directors and heads of service.

Table 5: The leadership responses



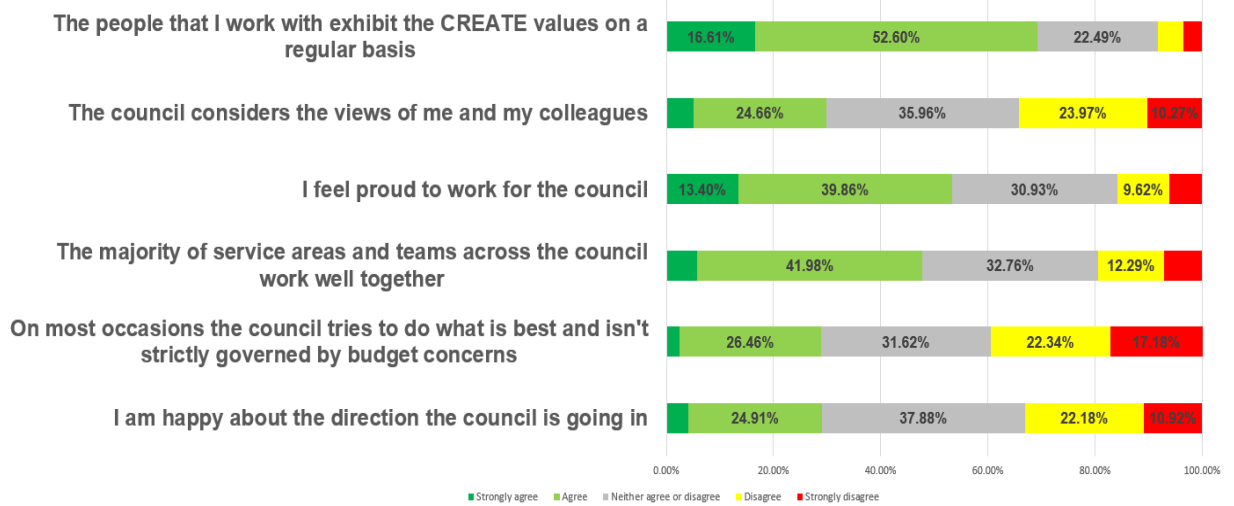
- 2.22 The leadership section, which covers senior managers and elected members, scored less positively, with all questions scoring less than 50% although all responses were improved from 2016. This section recorded the highest scores of neither agree or disagree which could be reduced interaction with senior managers and elected members as detailed in 2.20.

- 2.23 44.07% of the respondents stated that they have confidence in the leadership skills of the senior management team, with a similar response to the visibility of the senior management team (46.62%). There was a lower score when asked about the senior management team’s demonstration of the CREATE values (31.29%). This was replicated for elected members with 21.02% of the respondents stated that they have confidence in the leadership skills of the members, with a similar response to the visibility of members (25.43%). There was a lower score when asked about the members demonstration of the CREATE values (18.15%).

The council

- 2.24 This question set is designed to show how staff feel about the direction of the council, the people they work with and how the council is operated.

Table 6: The council responses



2.25 The highest positive response in this section was for the question ‘The people that I work with exhibit the CREATE values on a regular basis’ which was 69.21%, followed by ‘I feel proud to work for the council’ which was 53.26%.

2.26 There were lower scores for the other questions in this section, as follows:

- ‘On most occasions the council tries to do what is best and isn't strictly governed by budget concerns’ (28.87%).
- ‘I am happy about the direction the council is going in’ (29.01%).
- ‘The council considers the views of me and my colleagues’ (29.80%).

2.27 This indicates a significant difference between the feelings towards colleagues and managers and those towards strategic leadership.

Service excellence

2.28 This question set seeks to understand staff perception of the level of service that the council provides to residents and the support which is offered to staff in providing this service.

Table 7: Service excellence responses



- 2.29 This section saw two of the highest positive scores from the survey. 'In general employees understand the expectations of our residents' scored 72.63% and 'Staff constantly seek to improve the service that we offer' scored 70.07%.
- 2.30 Conversely all but one of the remaining questions saw a positive score at less than 50%. For example, 'Delivering great service is rewarded here' scored 32.15% and 'Staff have the freedom to do what is needed to provide a great service for our residents' scored 33.45%.

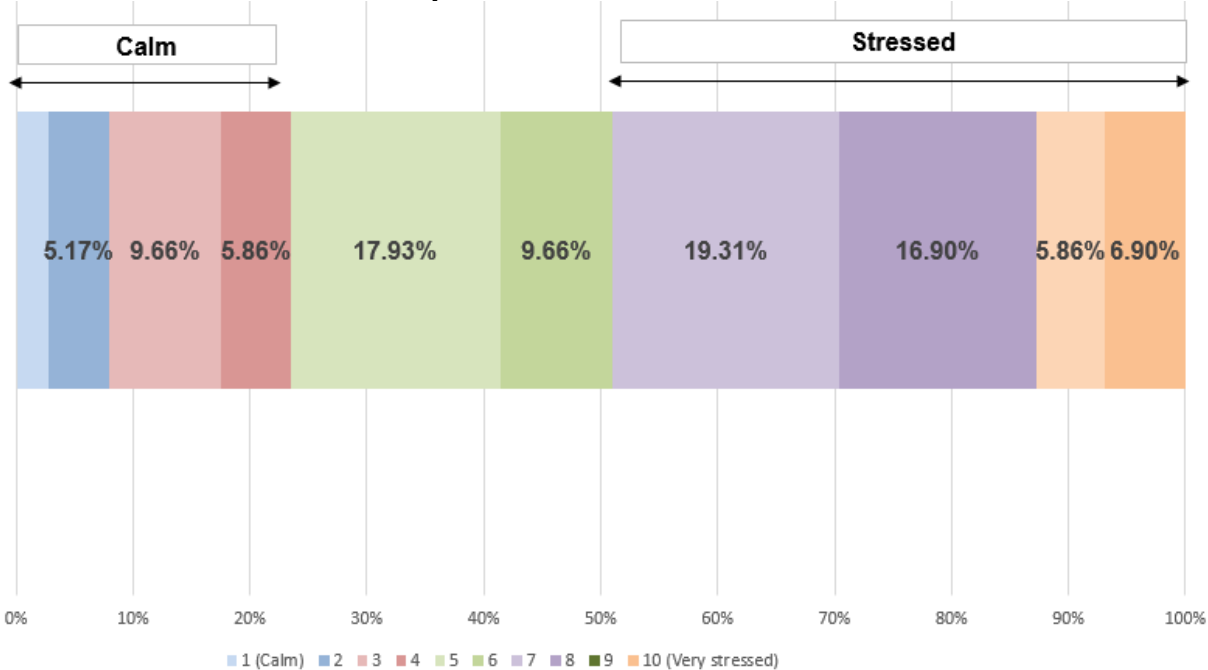
Satisfaction

- 2.31 This question set asked individuals to rate how they have felt at work over the past 3 months, covering the subjects of stress, enthusiasm and satisfaction with the council as an employer.

Calm – stressed

- 2.32 Only 23.45% of respondents said that they have felt calm, with 48.97% stating that they have felt stressed over the past 3 months.

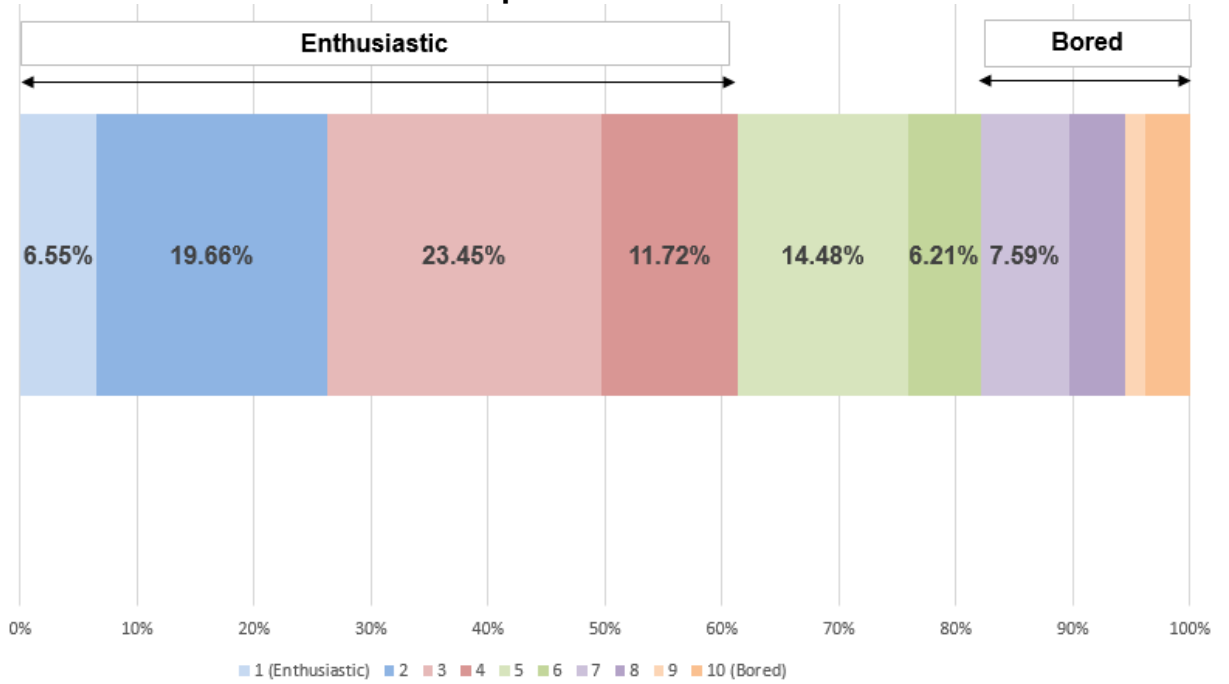
Table 8: Calm-stressed responses



Enthusiastic-bored

- 2.33 61.38% of employees answered that they have felt enthusiastic over the past 3 months, with 17.93% stating that they have felt bored.

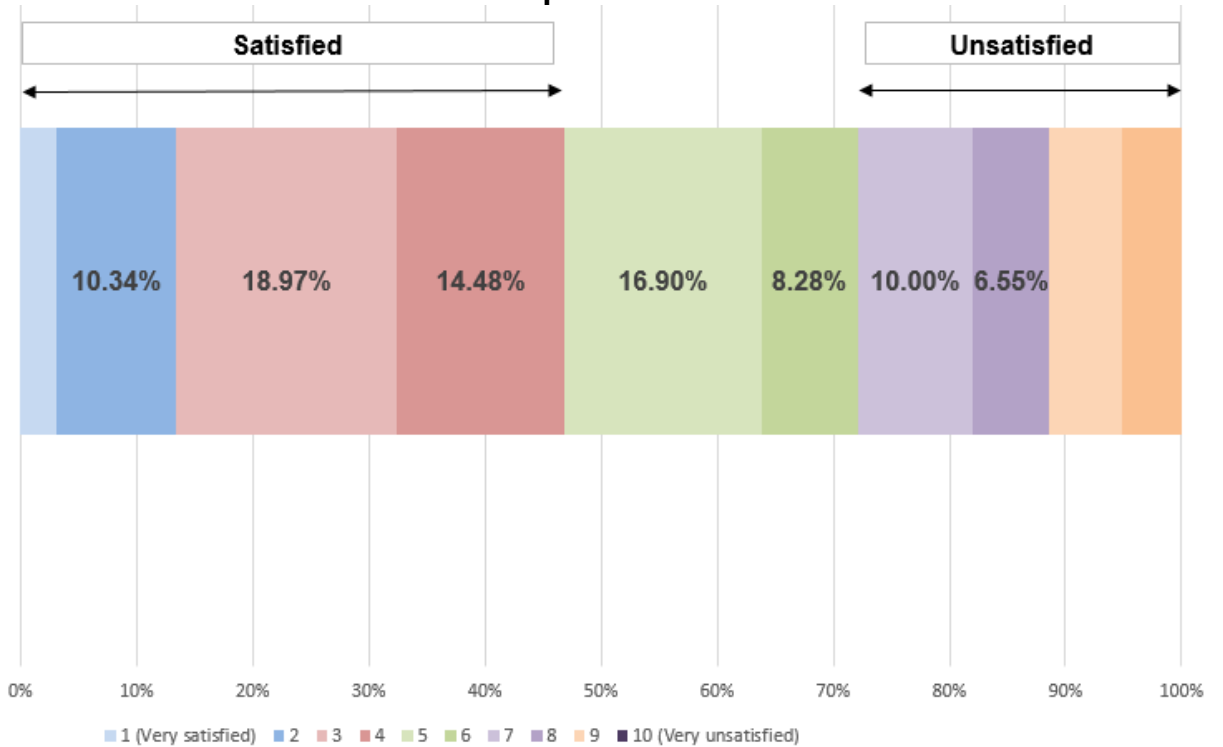
Table 9: Enthusiastic-bored responses



Satisfied - unsatisfied

2.34 This is the question that is used to measure overall staff satisfaction with the council as an employer. 46.87% stated that they were satisfied.

Table 10: Satisfied-unsatisfied responses



2.35 **Communication and actions plans**

All members of CLT have received their 2018 staff survey results which are broken down to service area level. These results are being cascaded locally to staff.

- 2.36 A draft priority engagement activities plan- see appendix C - has been developed from an initial action plan created by ambassadors and CLT that focusses on some key initial areas of improvement around engagement. Some of these actions were shared at the staff events on Monday 4 March 2019 and staff were asked to comment on them. The initial action plan and draft priority engagement activities plan will be reviewed at an ambassadors meeting and CLT in March 2019 for finalisation, implementation and integration with the People Plan action plan where appropriate.

Future staff surveys

- 2.37 It is planned for a temperature check survey to be undertaken in late 2019 to understand the satisfaction levels among staff and see what improvements have been made, this will be followed with a full 2020 staff survey. Through this the council will be able to ascertain how the workforce engagement levels are improving and determine what actions need to be taken in the future.

Options

Table 12: Options arising from this report

Option	Comments
Employment and Member Standards Panel to note the results of the 2018 staff survey and the priority engagement activities plan. Recommended option	Elected members are aware of the results and key areas of focus for priority engagement activities plan.

3. KEY IMPLICATIONS

Table 13: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Positive responses to the staff survey increase	Positive responses remain static	Positive responses increase by 5%	Positive responses increase by 10%	Positive responses increase by 15%	30 August 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 None

5. LEGAL IMPLICATIONS

- 5.1 None

6. RISK MANAGEMENT

Table 14: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
The workforce is not satisfied and productivity drops as a result	Medium	Action plan is developed at a council level and directorate level	Low
Increased staff turnover, leading to loss of skilled experienced staff.	Medium	Action plan is developed at a council level and directorate level	Low

7. POTENTIAL IMPACTS

- 7.1 Privacy Impact Assessment was not completed as no personal data was processed during the process.

8. CONSULTATION

None required.

9. TIMETABLE FOR IMPLEMENTATION

Not applicable.

10. APPENDICES

- 10.1 This report is supported by the following appendices:
- Appendix A: Staff survey 2018 results & comparison.
 - Appendix B: Full staff survey 2018 results.
 - Appendix C: Draft priority engagement activities plan

11. BACKGROUND DOCUMENTS

- None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Targowska	Councillor Targowska, Lead Member for HR, Legal & IT		
Duncan Sharkey	Managing Director	07/03/19	08/03/19

Name of consultee	Post held	Date sent	Date returned
Russell O'Keefe	Executive Director	07/03/19	
Andy Jeffs	Executive Director	07/03/19	08/03/19
Rob Stubbs	Section 151 Officer	07/03/19	08/03/19
Hilary Hall	Deputy Director Strategy and Commissioning	07/03/19	07/03/19
Elaine Browne	Interim Head of Law and Governance	07/03/19	08/03/19
Nikki Craig	Head of HR and Corporate Projects	07/03/19	07/03/19
Louisa Dean	Communications	07/03/19	08/03/19
Kevin McDaniel	Director of Children's Services	07/03/19	08/03/19
Angela Morris	Director of Adult Social Services	07/03/19	08/03/19

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	
Report Author: Karl Joseph, Learning & Development Consultant, 01628 796402		

Appendix A - Staff survey 2018 results and comparison

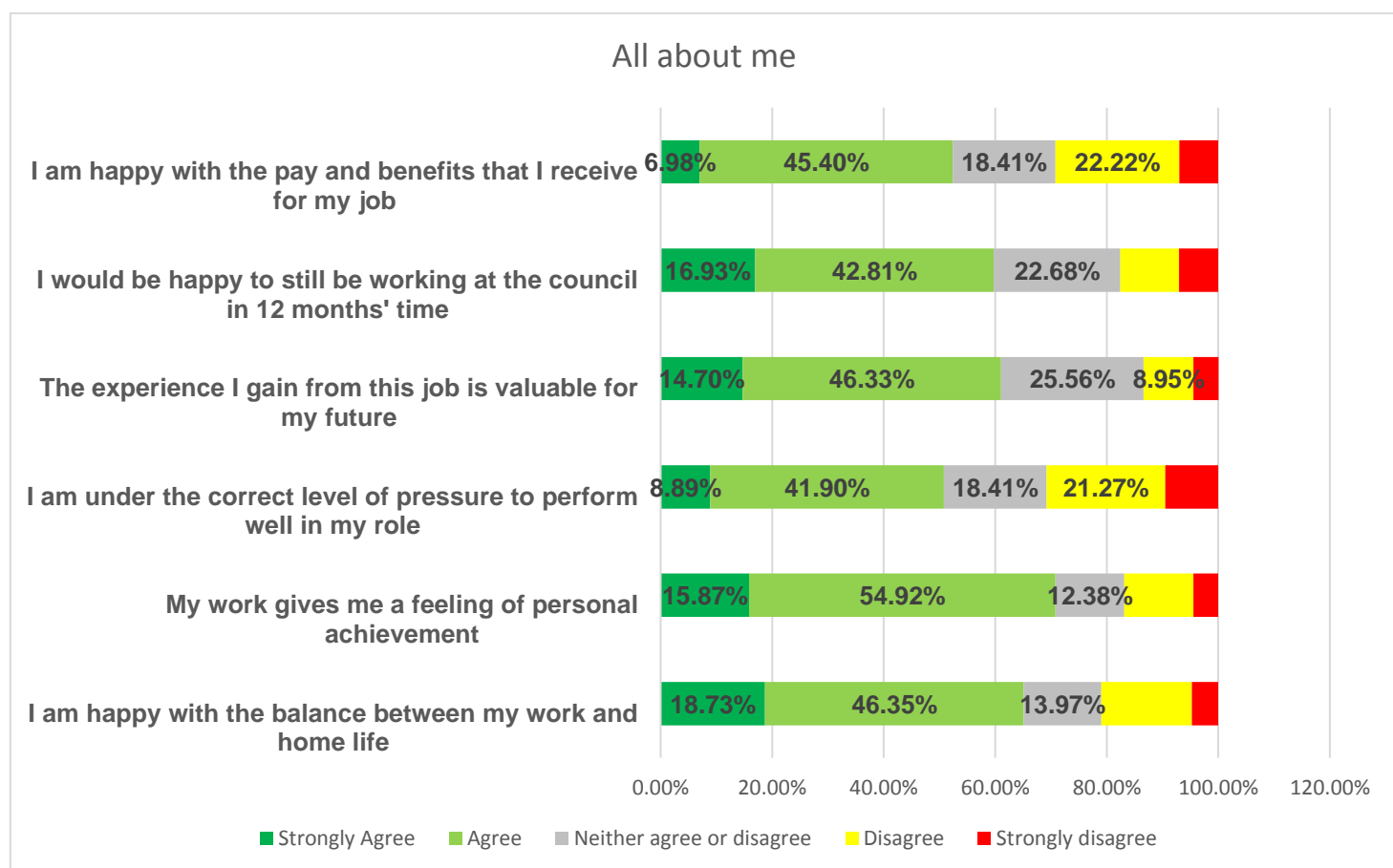
2018 full survey				2017 temperature check		2016 full survey			2013 full survey	
Q	Question	Comparison with 2016 results	2018 results % positive	Question	2017 results % positive	Question	2016 results % positive	Question	2013 results % positive	
1.1	In which service area do you work?	n/a		n/a	n/a	n/a	n/a	n/a	n/a	
All about you				All about you		All about you			All about you	
2.1	I am happy with the balance between my work and home life	↑	65.08%			I am happy with the balance between my work and home life	53.29%			
2.2	My work gives me a feeling of personal achievement	↑	70.79%	My work gives me a sense of personal achievement	68.07%	My work gives me a feeling of personal achievement	62.62%	My own personal morale within my role is good	54.80%	
2.3	I am under the correct level of pressure to perform well in my role	↑	50.79%			I am under the correct amount of pressure to perform well in my role	43.64%			
2.4	The experience I gain from this job is valuable for my future	↑	61.03%			The experience I gain from this job is valuable for my future	55.62%			
2.5	I would be happy to still be working at the council in 12 months' time	↑	59.17%			I would be happy to still be working at the council in 12 months' time	52.57%	I would be happy to still be working at the council in 12 months' time	56.80%	
2.6	I am happy with the pay and benefits that I receive for my job	↑	52.38%			I am happy with the pay and benefits that I receive for my job	33.34%			
Learning and development				Learning and development		Learning and development			Learning and development	
3.1	My job is good for my own personal development	↑	64.61%	I am given opportunities for personal and professional development	51.40%	My job is good for my own personal growth	50.90%	I am provided with opportunities for growth and self development	47.80%	
3.2	I believe that the council makes effective use of my personal skills and strengths	↑	51.13%			I believe that the council makes effective use of my personal skills and strengths	44.15%			
3.3	The training I receive is of benefit to me in my job	↓	47.24%			The training that I receive is of benefit to me in my job	53.50%			
3.4	I believe that I make a valuable contribution to the success of the council	↑	82.26%			I believe that I make a valuable contribution to the success of the council	78.89%	I believe that my efforts contribute to the success of my directorate and the council as a whole	79.80%	
My manager				My manager		My manager			My manager	
4.1	I receive regular feedback from my line manager regarding my performance against my objectives	↑	61.00%			I receive regular feedback from my line manager regarding my performance against my objectives	59.47%	I receive regular feedback from my line manager on my performance against my objectives	62.10%	
4.2	My manager deals with issues head-on instead of avoiding conflict	↑	64.00%			My manager deals with issues head-on instead of avoiding conflict	63.38%			
4.3	My manager ensures that I have the resources to do my job	↑	61.41%			My manager ensures that I have the resources needed to do my job	55.43%			
4.4	My manager takes an active interest in my wellbeing	↑	73.91%			My manager takes an active interest in my wellbeing	66.56%			
4.5	What is expected of me in my work is made completely clear to me	↑	70.00%			What is expected of me in my work is made completely clear to me	63.57%			
4.6	I have confidence in the leadership skills of my manager	↑	66.77%			I have confidence in the leadership skills of my manager	64.04%			
4.7	My manager would be quick to respond if I showed signs of being under too much pressure	↑	60.53%			My manager would be quick to respond if I showed signs of being under too much pressure	54.10%			
4.8	My manager is an excellent role model for me	↑	57.86%			My manager is an excellent role model for me	51.51%			
4.9	My manager cares about how satisfied I am in my job	↑	56.67%			My manager cares about how satisfied I am in my job	55.59%			
4.10	I feel confident that my manager will deal with any issues that I raise with them	↑	68.89%			I feel confident my manager will deal with any issues that I raise with them	61.50%	I feel my line manager represents my views across the organisation	55.50%	
4.11	My manager exhibits the CREATE values the majority of the time	↑	68.79%	My manager visibly demonstrates the CREATE values	61.37%	My manager exhibits the CREATE values the majority of the time	60.64%			
The leadership				The leadership		The leadership			The leadership	
5.1	I have confidence in the leadership skills of the senior management team*	↑	44.07%			I have confidence in the leadership skills of the senior leadership team	35.98%			
5.2	I have confidence in the leadership skills of members**	↑	21.02%			I have confidence in the leadership skills of members	17.43%			
5.3	The senior management team are visible and approachable	↑	46.62%			The senior leadership team are visible and approachable	35.47%			
5.4	Members are visible and approachable	↑	25.43%			Members are visible and approachable	18.47%			
5.5	The senior management team consistently exhibit the CREATE values	↑	31.29%			The senior leadership team consistently exhibit the CREATE values	21.77%			
5.6	Members consistently exhibit the CREATE values when I directly interact with them	↑	18.15%			Members consistently exhibit the CREATE values when I directly interact with them	13.31%			
The council				The council		The council			The council	
6.1	I am happy about the direction the council is going in	↑	29.01%	The senior leadership team have a plan that I believe in	21.33%	The senior leadership team have a plan that I believe in	21.87%			
6.2	On most occasions the council tries to do what is best and isn't strictly governed by budget concerns	↑	28.87%			On most occasions the Council tries to do what is best and isn't strictly governed by budget concerns	19.86%			
6.3	The majority of service areas and teams across the council work well together	↑	47.78%			The majority of service areas and teams across the council work well together	45.29%			
6.4	I feel proud to work for the council	↑	53.26%	I feel proud to work for the council	35.60%	I feel proud to work for the council	47.77%			
6.5	The council considers the views of me and my colleagues	↑	29.89%			The council considers the views of me and my colleagues	23.80%	The council considers the views of me and my colleagues	26.90%	
6.6	The people that I work with exhibit the CREATE values on a regular basis	↑	69.21%			The people that I work with exhibit the CREATE values on a regular basis	57.43%	I am treated with fairness and respect within the council	52.60%	
Service excellence				Service excellence		Service excellence			Service excellence	
7.1	The council provides a great service to our residents	↑	59.24%	The council provides a great service to our residents	38.08%	The council provides a great service to our residents	51.49%	I assess the council as a good customer focussed organisation	54.80%	
7.2	The council is a proactive organisation, planning for the future instead of reacting to circumstances	↑	42.96%			The council is a proactive organisation, planning for the future instead of reacting to circumstances	40.38%			
7.3	Overall communication with staff across the council is effective and timely	↑	44.95%			Overall communication with staff across the council is effective and timely	40.64%	Overall communication with staff across the council is effective and timely	41.10%	
7.4	Staff have the freedom to do what is needed to provide a great service for our residents	↑	33.45%			Staff have the freedom to do what is needed to provide a great service for our residents	23.64%			
7.5	The council is an organisation that can be trusted by our residents	↑	47.37%			The council is an organisation that can be trusted by our residents	43.51%			
7.6	Delivering great service is rewarded here	↑	32.15%			Delivering great service is rewarded here	23.78%			
7.7	In general employees understand the expectations of our residents	↑	72.63%			In general employees understand the expectations of our residents	62.94%			
7.8	Staff constantly seek to improve the service that we offer	↓	70.07%			Staff constantly seek to improve the services that we offer	70.33%			
7.9	I have the support needed to provide a great service	↑	46.47%			I have the support needed to provide a great service	39.33%			
Satisfaction				Satisfaction		Satisfaction			Satisfaction	
8.1	On a scale of 1-10 please indicate how you've felt at work over the past 3 months, 1 = calm 10 = very stressed	↑	23.45%			On a scale of 1-10 please indicate how you've felt at work over the past 3 months, 1 = calm 10 = very stressed	19.75%			
9.1	On a scale of 1-10 please indicate how you've felt at work over the past 3 months, 1 = enthusiastic 10 = bored	↑	61.38%			On a scale of 1-10 please indicate how you've felt at work over the past 3 months, 1 = enthusiastic 10 = bored	53.81%			
10.1	On a scale of 1-10, please indicate how satisfied you are working at the council, where 1 = very satisfied and 10 = very unsatisfied	↑	46.89%			On a scale of 1-10, please indicate how satisfied you are working at the council, where 1 = very unsatisfied and 10 = extremely satisfied	35.86%	Overall, I am satisfied with RBWM as an employer	47.50%	

↓ less than 36%
 ↑ 36% - 70%
 ↓ more than 70%

Appendix B: Full staff survey 2018 results

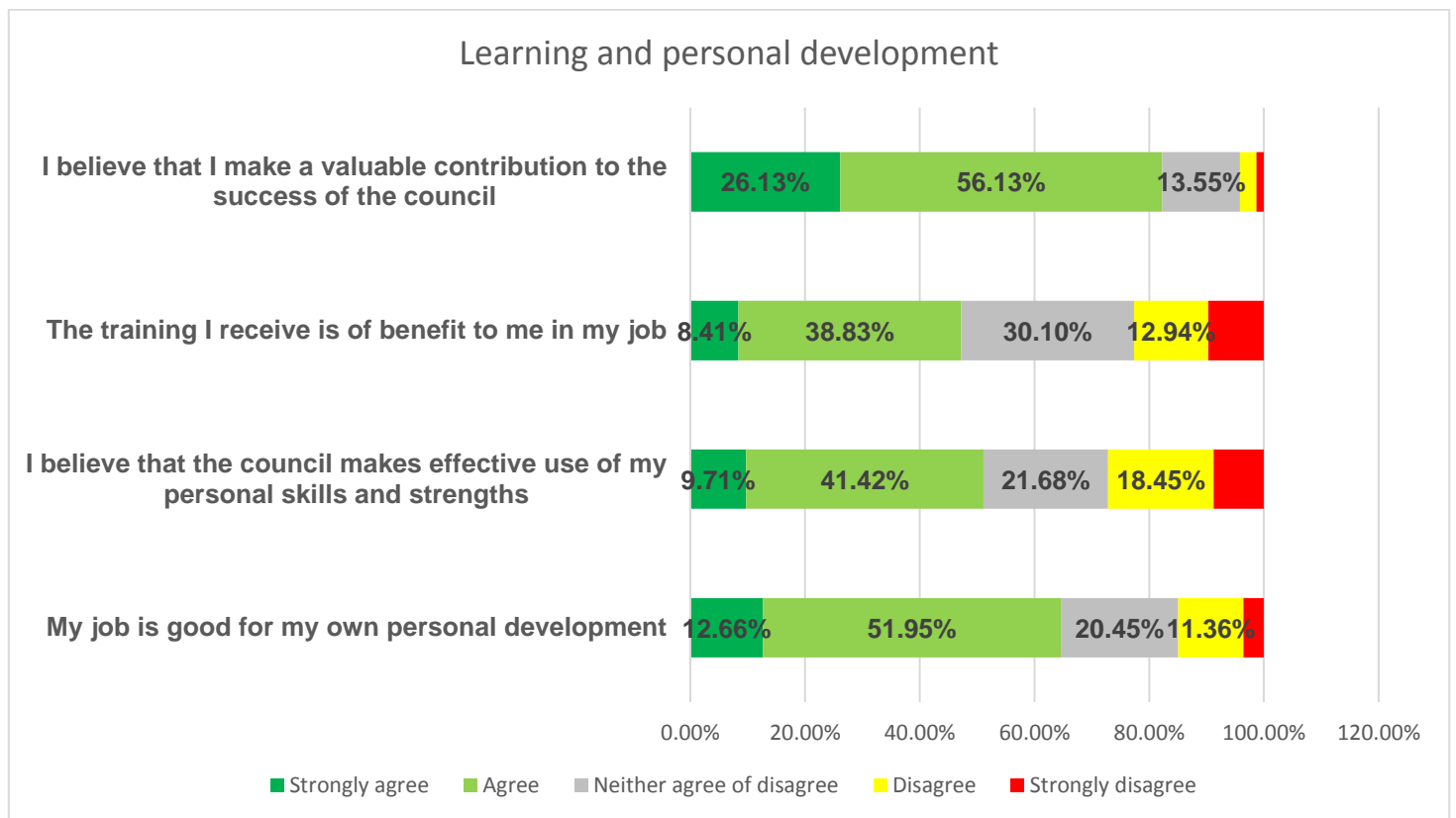
Question 2. All about me

Question	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I am happy with the balance between my work and home life	18.73%	46.35%	13.97%	16.19%	4.76%
My work gives me a feeling of personal achievement	15.87%	54.92%	12.38%	12.38%	4.44%
I am under the correct level of pressure to perform well in my role	8.89%	41.90%	18.41%	21.27%	9.52%
The experience I gain from this job is valuable for my future	14.70%	46.33%	25.56%	8.95%	4.47%
I would be happy to still be working at the council in 12 months' time	16.93%	42.81%	22.68%	10.54%	7.03%
I am happy with the pay and benefits that I receive for my job	6.98%	45.40%	18.41%	22.22%	6.98%



Question 3. Learning and personal development

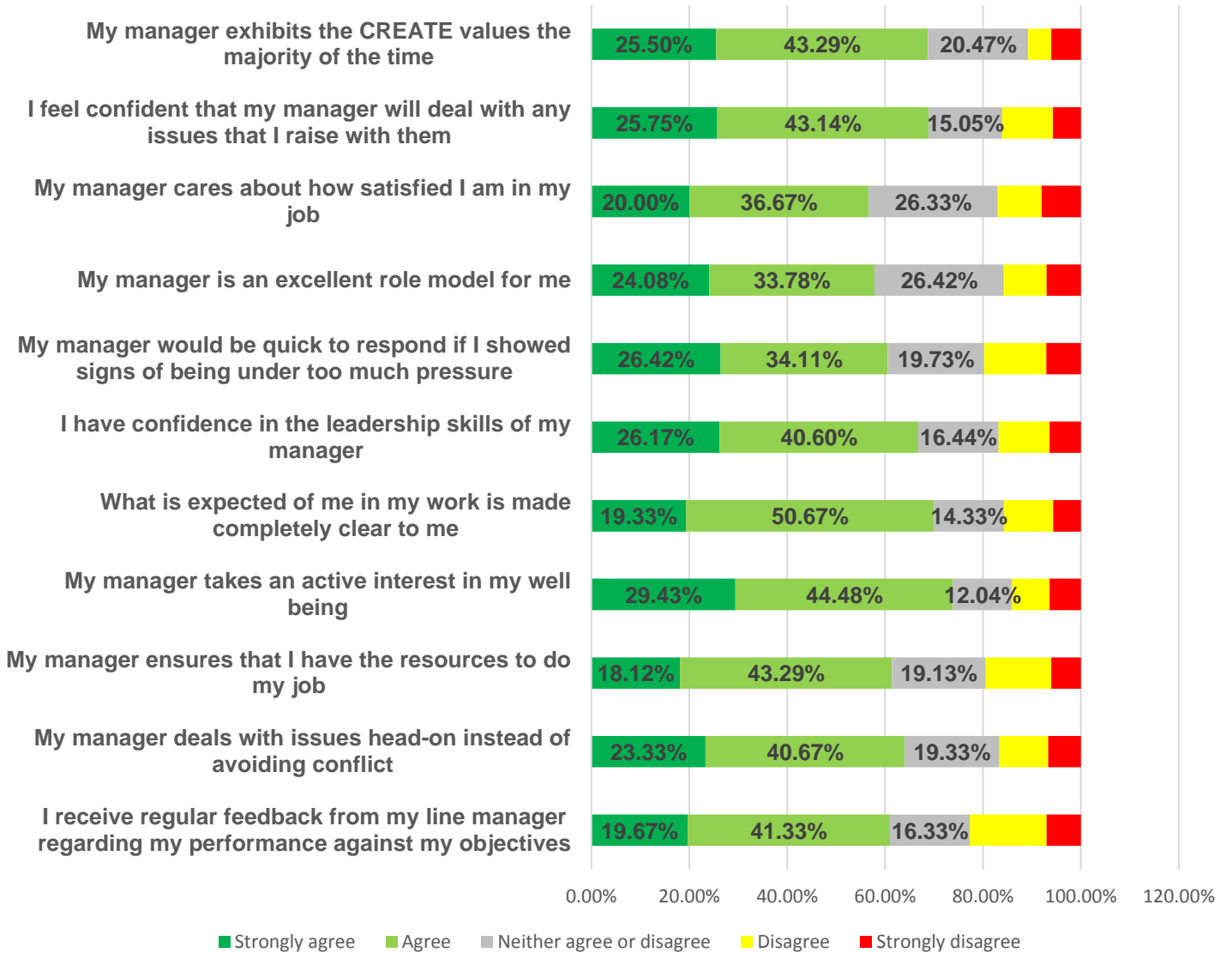
Question	Strongly agree	Agree	Neither agree of disagree	Disagree	Strongly disagree
My job is good for my own personal development	12.66%	51.95%	20.45%	11.36%	3.57%
I believe that the council makes effective use of my personal skills and strengths	9.71%	41.42%	21.68%	18.45%	8.74%
The training I receive is of benefit to me in my job	8.41%	38.83%	30.10%	12.94%	9.71%
I believe that I make a valuable contribution to the success of the council	26.13%	56.13%	13.55%	2.90%	1.29%



Question 4. My manager

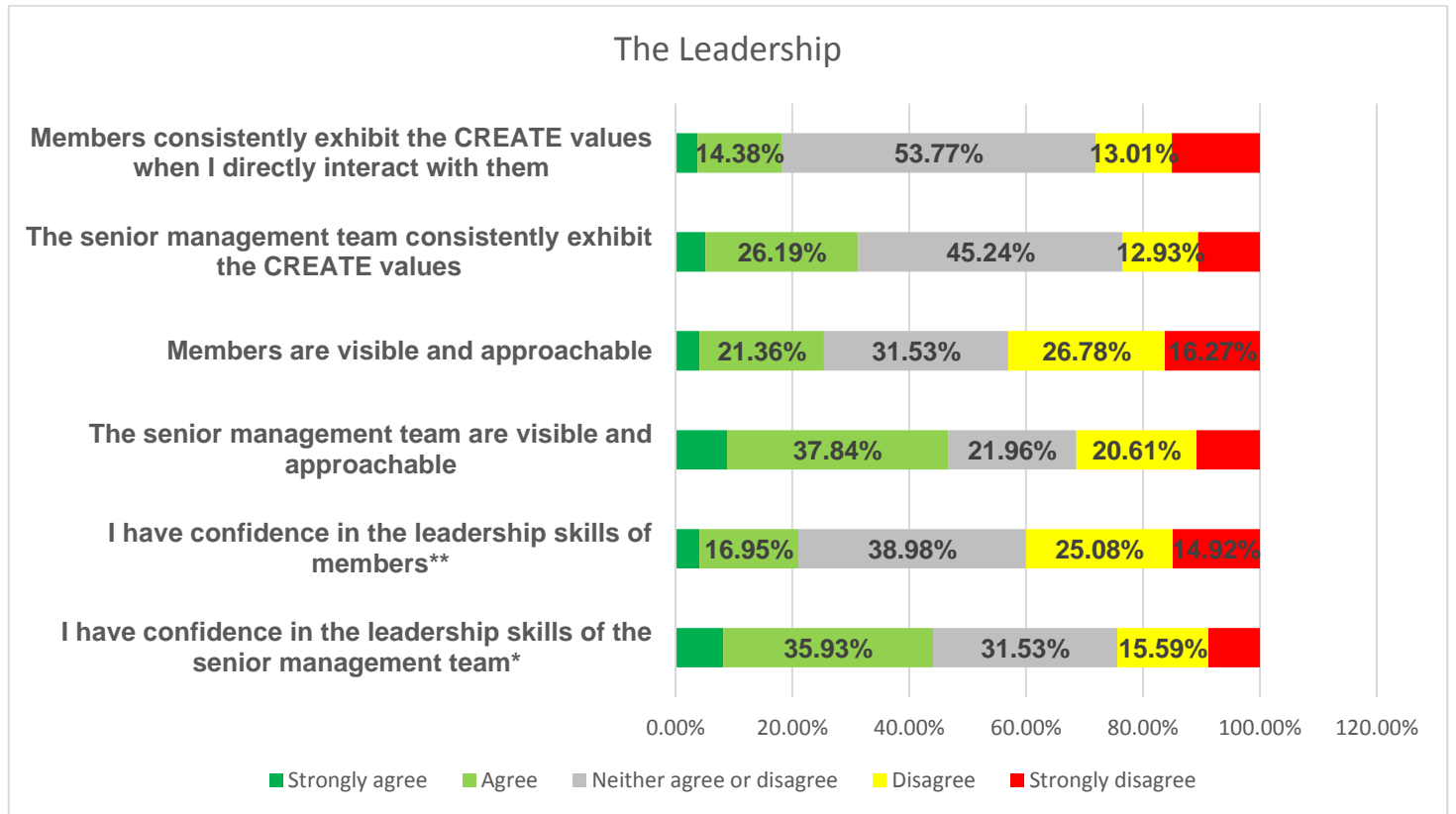
Question	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I receive regular feedback from my line manager regarding my performance against my objectives	19.67%	41.33%	16.33%	15.67%	7.00%
My manager deals with issues head-on instead of avoiding conflict	23.33%	40.67%	19.33%	10.00%	6.67%
My manager ensures that I have the resources to do my job	18.12%	43.29%	19.13%	13.42%	6.04%
My manager takes an active interest in my well being	29.43%	44.48%	12.04%	7.69%	6.35%
What is expected of me in my work is made completely clear to me	19.33%	50.67%	14.33%	10.00%	5.67%
I have confidence in the leadership skills of my manager	26.17%	40.60%	16.44%	10.40%	6.38%
My manager would be quick to respond if I showed signs of being under too much pressure	26.42%	34.11%	19.73%	12.71%	7.02%
My manager is an excellent role model for me	24.08%	33.78%	26.42%	8.70%	7.02%
My manager cares about how satisfied I am in my job	20.00%	36.67%	26.33%	9.00%	8.00%
I feel confident that my manager will deal with any issues that I raise with them	25.75%	43.14%	15.05%	10.37%	5.69%
My manager exhibits the CREATE values the majority of the time	25.50%	43.29%	20.47%	4.70%	6.04%

My Manager



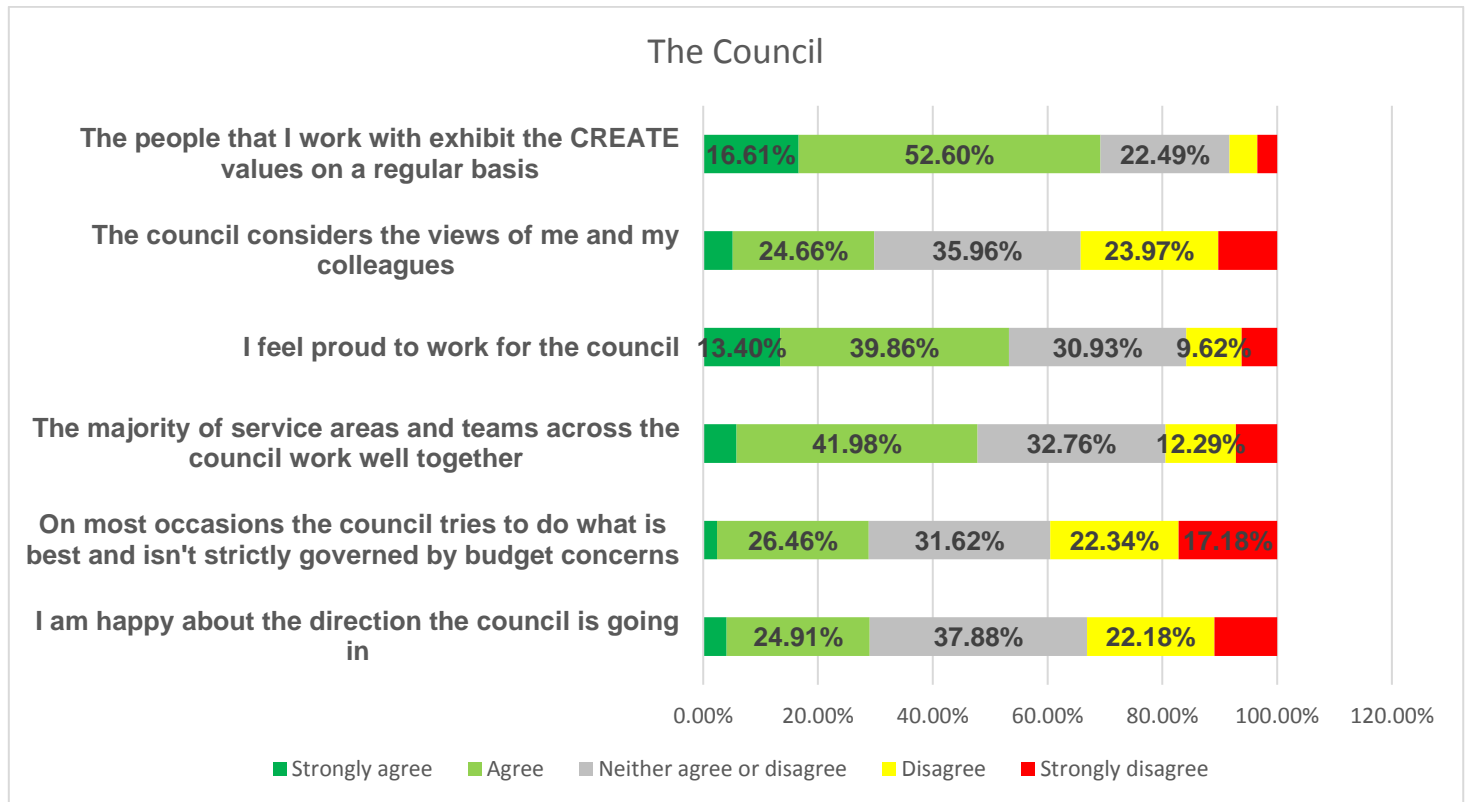
Question 5. The Leadership

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I have confidence in the leadership skills of the senior management team*	8.14%	35.93%	31.53%	15.59%	8.81%
I have confidence in the leadership skills of members**	4.07%	16.95%	38.98%	25.08%	14.92%
The senior management team are visible and approachable	8.78%	37.84%	21.96%	20.61%	10.81%
Members are visible and approachable	4.07%	21.36%	31.53%	26.78%	16.27%
The senior management team consistently exhibit the CREATE values	5.10%	26.19%	45.24%	12.93%	10.54%
Members consistently exhibit the CREATE values when I directly interact with them	3.77%	14.38%	53.77%	13.01%	15.07%



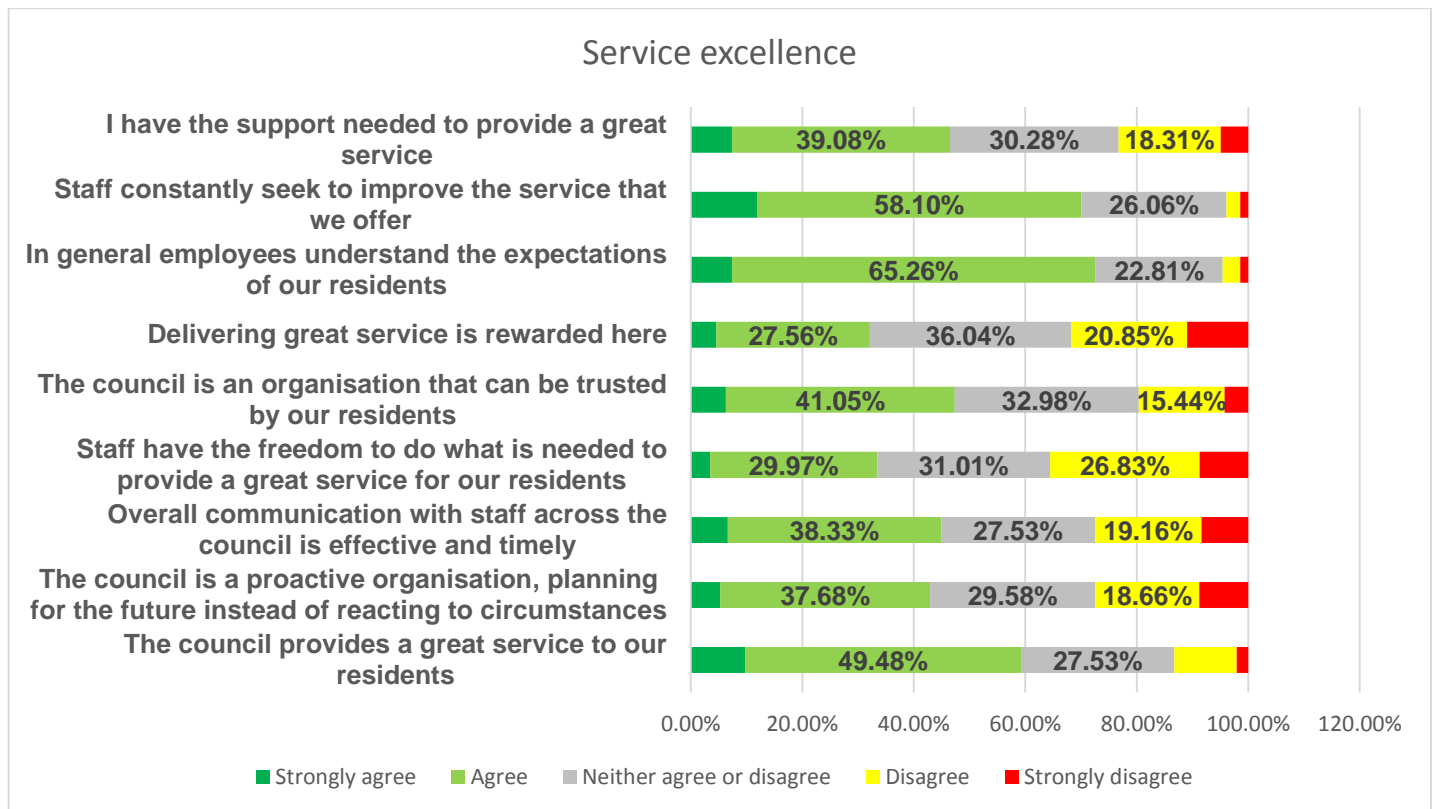
Question 6. The council

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I am happy about the direction the council is going in	4.10%	24.91%	37.88%	22.18%	10.92%
On most occasions the council tries to do what is best and isn't strictly governed by budget concerns	2.41%	26.46%	31.62%	22.34%	17.18%
The majority of service areas and teams across the council work well together	5.80%	41.98%	32.76%	12.29%	7.17%
I feel proud to work for the council	13.40%	39.86%	30.93%	9.62%	6.19%
The council considers the views of me and my colleagues	5.14%	24.66%	35.96%	23.97%	10.27%
The people that I work with exhibit the CREATE values on a regular basis	16.61%	52.60%	22.49%	4.84%	3.46%



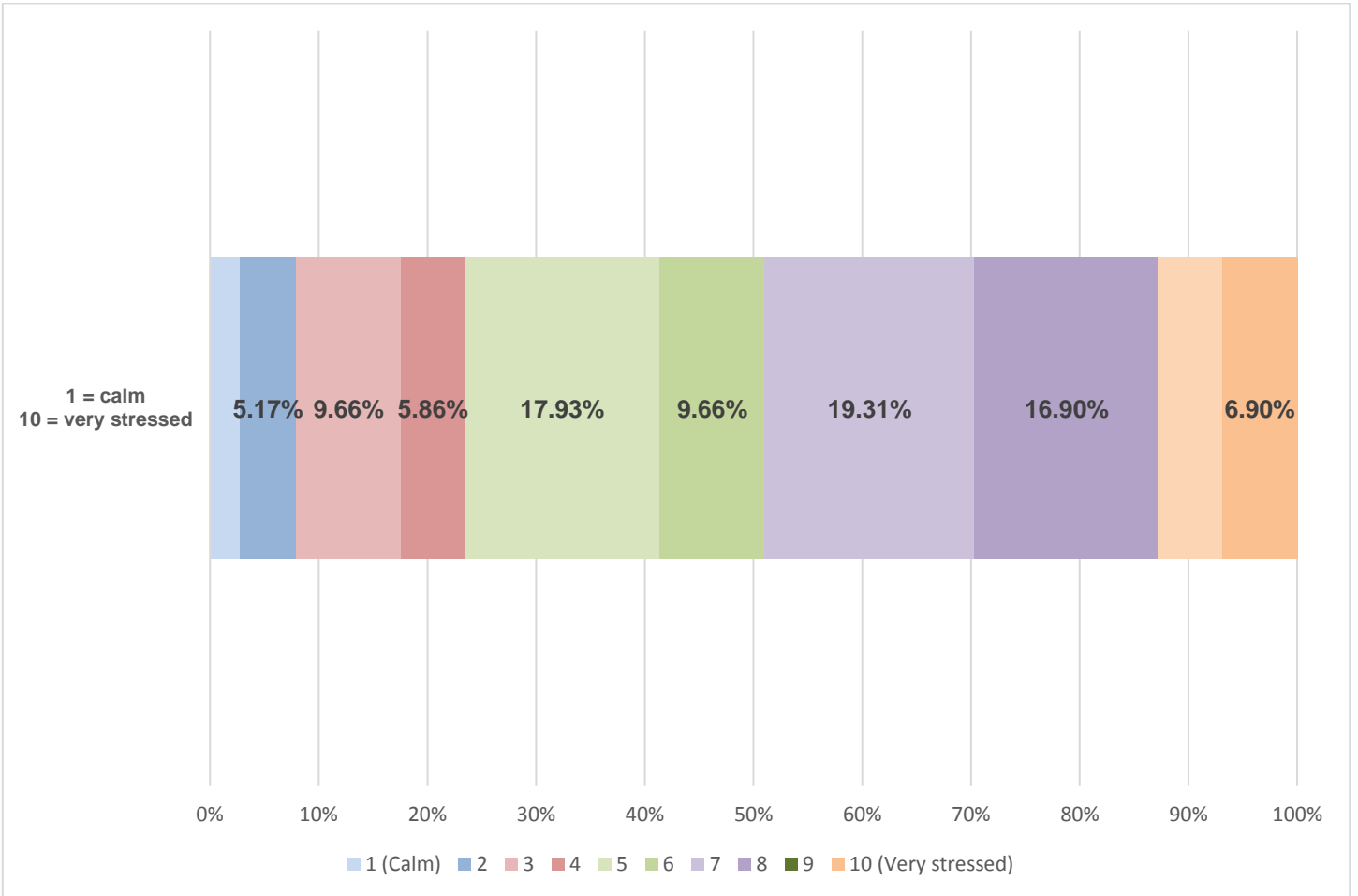
Question 7. Service excellence

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The council provides a great service to our residents	9.76%	49.48%	27.53%	11.15%	2.09%
The council is a proactive organisation, planning for the future instead of reacting to circumstances	5.28%	37.68%	29.58%	18.66%	8.80%
Overall communication with staff across the council is effective and timely	6.62%	38.33%	27.53%	19.16%	8.36%
Staff have the freedom to do what is needed to provide a great service for our residents	3.48%	29.97%	31.01%	26.83%	8.71%
The council is an organisation that can be trusted by our residents	6.32%	41.05%	32.98%	15.44%	4.21%
Delivering great service is rewarded here	4.59%	27.56%	36.04%	20.85%	10.95%
In general employees understand the expectations of our residents	7.37%	65.26%	22.81%	3.16%	1.40%
Staff constantly seek to improve the service that we offer	11.97%	58.10%	26.06%	2.46%	1.41%
I have the support needed to provide a great service	7.39%	39.08%	30.28%	18.31%	4.93%



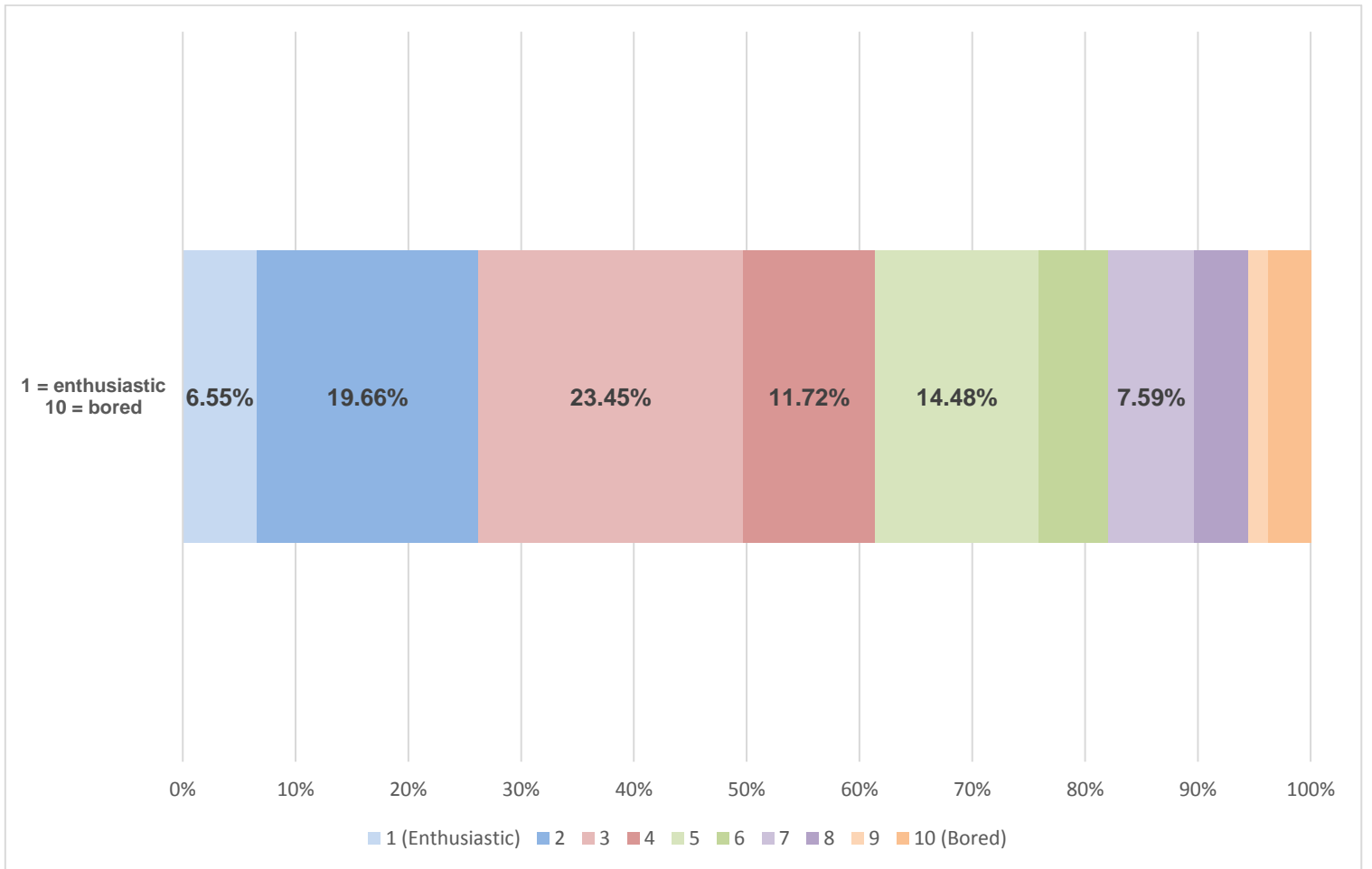
Question 8. How you've felt at work over the past three months (calm/stressed)

	1 (Calm)	2	3	4	5	6	7	8	9	10 (Very stressed)
1 = calm 10 = very stressed	2.76%	5.17%	9.66%	5.86%	17.93%	9.66%	19.31%	16.90%	5.86%	6.90%



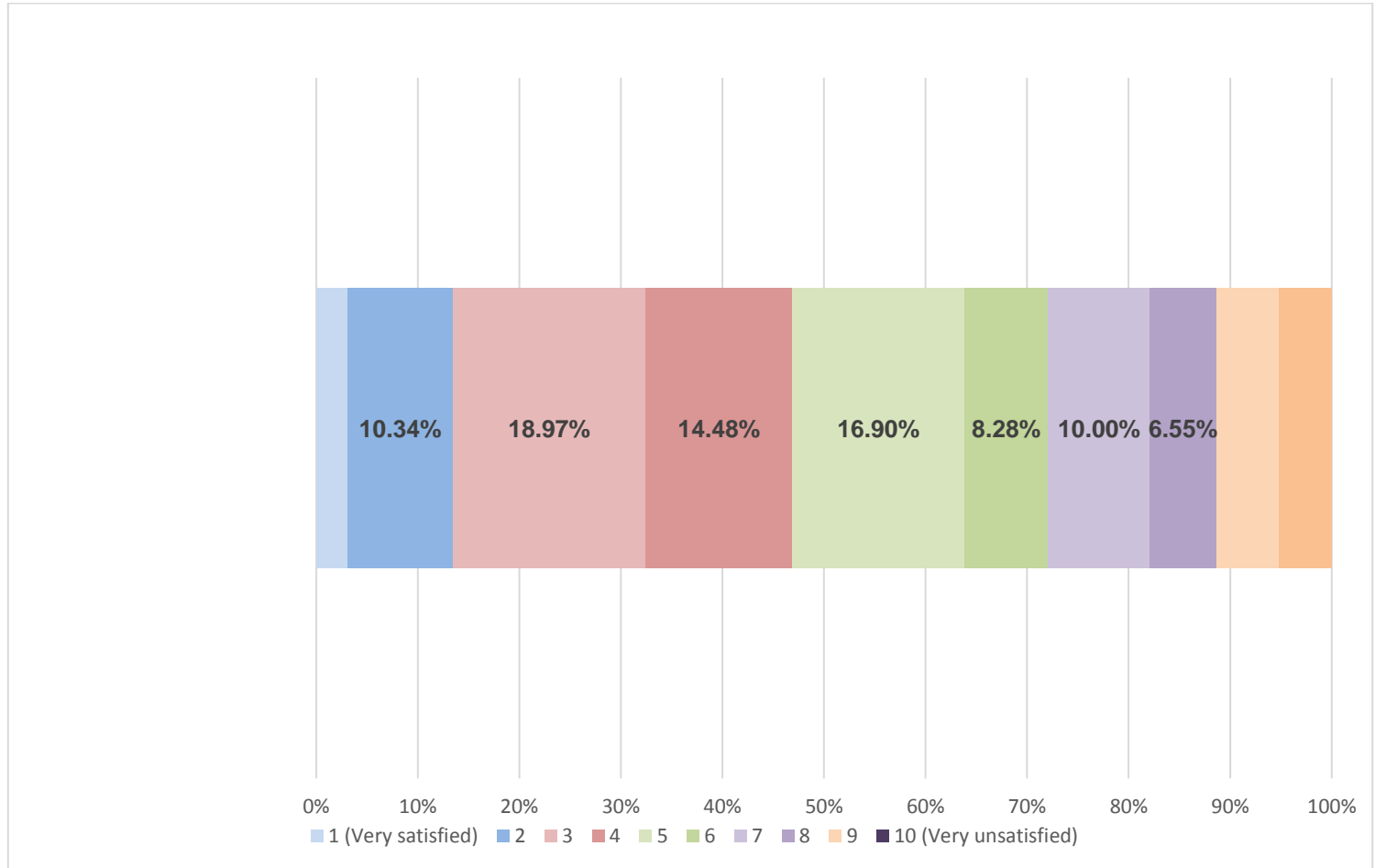
Question 9. How you've felt at work over the past three months (enthusiastic/bored)

	1 (Enthusiastic)	2	3	4	5	6	7	8	9	10 (Bored)
1 = enthusiastic 10 = bored	6.55%	19.66%	23.45%	11.72%	14.48%	6.21%	7.59%	4.83%	1.72%	3.79%



Question 10. How you've felt at work over the past three months (satisfied/unsatisfied)

	1 (Very satisfied)	2	3	4	5	6	7	8	9	10 (Very unsatisfied)
1 = very satisfied 10 = very unsatisfied	3.10%	10.34%	18.97%	14.48%	16.90%	8.28%	10.00%	6.55%	6.21%	5.17%



Appendix C – 2018 staff survey: draft priority engagement activities

Theme	No.	Details	Owner
Staff feel they are not involved in the decision-making process.	1	Each service and team to hold service workshops twice a year: 1 st session to build team plan, follow-up session 6 months later to review progress.	CLT
	2	Middle manager project groups to identify opportunities for cross-departmental working.	CLT
	3	All teams and services to hold regular meetings, at least once a month. These should not only discuss strategic and operational concerns but should also celebrate successes.	CLT
	4	Continued 'state of the nation' communication from senior management, keeping staff updated on council activities and changes.	CLT Communications & Marketing
CLT visibility	5	CLT to conduct back to the floor visits	CLT
	6	CLT to attend team meetings on a regular basis.	CLT
Stress/Wellbeing	7	Wellbeing, including mental health, activities to be expanded over 2019	TBC
Member engagement	8	Internal communication strategy for elected members to be created and rolled out, including engagement plan between members and officers.	CLT Communications and marketing
Celebration	9	CREATE Awards to be expanded, with individual and team awards. Each Head of Service and their direct report must nominate at least one individual and one team.	CLT Learning & Development

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Agenda Item 6

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Agenda Item 7

By virtue of paragraph(s) 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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