

Report Title:	Staff Survey 2019
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Cllr Shelim, Lead Member for HR, Legal and IT
Meeting and Date:	Employment and Member Standards Panel, 10 September 2019
Responsible Officer(s):	Nikki Craig, Head of HR and Corporate Projects
Wards affected:	None

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REPORT SUMMARY

1. The 2019 Staff Survey Temperature Check launched 4 June 2019 and ran to 24 June 2019. The purpose of the survey is to allow staff the opportunity to feedback and also understand what they are happy about and where there is room for improvement. The questions were designed to follow the Times Best Employers format and directly map to previous years surveys to allow for comparison and trend analysis.
2. The survey received a response rate of 60.95% compared to 52.38% in the 2018 full staff survey.
3. The purpose of this report is to present Employment and Member Standards Panel with the results of the Staff Survey and explain next steps to address any areas for improvement.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Employment Panel notes the report and:

- i) **Reviews the results of the 2019 Staff Survey Temperature Check**
- ii) **Note the proposed next steps to address any areas for improvement**

2. BACKGROUND

- 2.1. The Staff Survey Temperature check is run biannually, with a full Staff Survey running on alternate years. These surveys are an opportunity for staff to feedback to the Corporate Leadership team on what is going well in the Council and how service, leadership and work life could be improved. The question set for the temperature checks remains static every year and is mapped to the full staff survey, this allows for direct comparison and to see where the council is improving on staff engagement and where we still need to focus attention on improving.
- 2.2. The response rate for the 2019 Staff Survey Temperature Check was 60.95%, which is a significant improvement on the previous year of 52.38%.

Responses were undertaken anonymously online or via a paper survey which could be mailed internally to Human Resources.

2.3 The following statements were offered to staff who rated them on the 5 point scale between strongly agree to strongly disagree:

- My work gives me a sense of personal achievement
- I am given opportunities for personal and professional development
- My manager visibly demonstrates the CREATE values
- The senior leadership team have a plan that I believe in
- I feel proud to work for the council
- The council provides a great service to our residents

2.4 Staff were then asked the following two free text questions which allowed them to offer verbatim comments on their experience of working for the Council.

- What makes you happy at work?
- What would make the Council a better place to work?

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

2.6 Areas which show a lower positive response score and higher neutrality will be reviewed at a council wide and directorate level for action, with a focus on improvement.

3. Results

3.1 The results of the 2019 Staff Survey show areas where staff are very positive but also some areas for improvement. Overall the results were positive, showing marked improvements from previous year's surveys. Specifically, staff were very positive about the Council's service to residents and achieve a sense of personal achievement from their work. See Image 1 for full results.

Image 1: Overall Council results

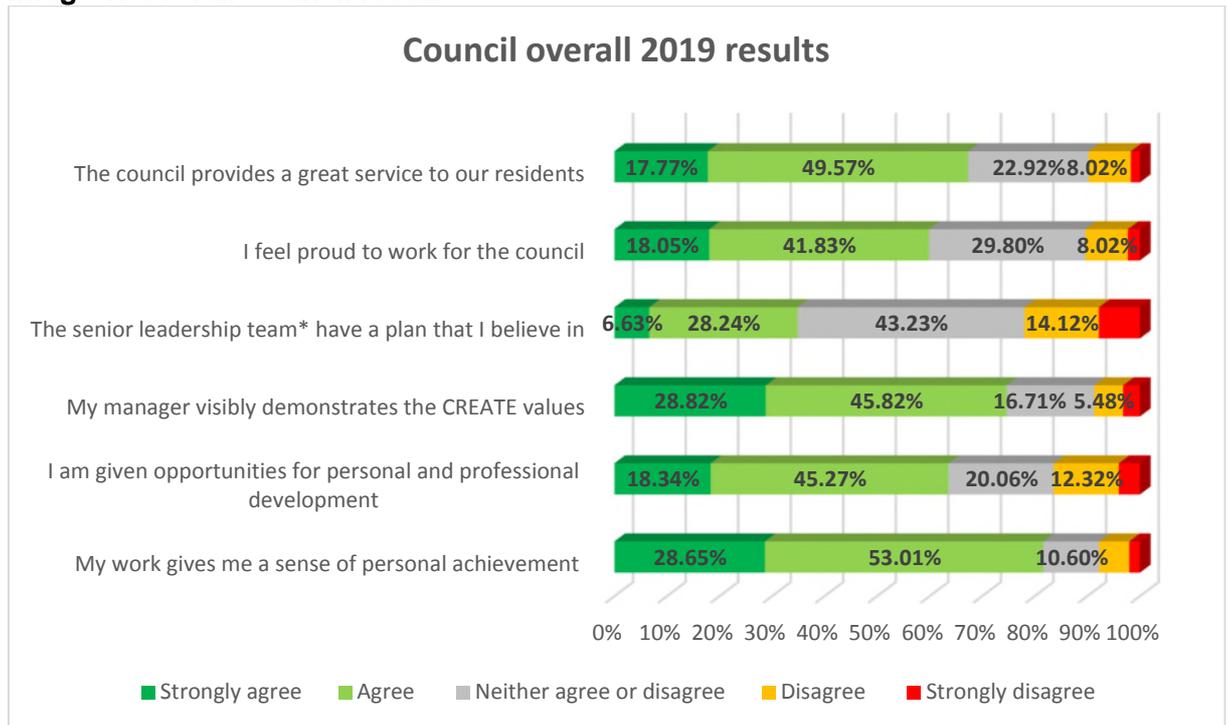


Table 1: 2019 Staff Survey Temperature Check Results

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The council provides a great service to our residents	17.77%	49.57%	22.92%	8.02%	1.72%
I feel proud to work for the council	18.05%	41.83%	29.80%	8.02%	2.29%
The senior leadership team* have a plan that I believe in	6.63%	28.24%	43.23%	14.12%	7.78%
My manager visibly demonstrates the CREATE values	28.82%	45.82%	16.71%	5.48%	3.17%
I am given opportunities for personal and professional development	18.34%	45.27%	20.06%	12.32%	4.01%
My work gives me a sense of personal achievement	28.65%	53.01%	10.60%	5.73%	2.01%

*Senior Leadership Team is defined as Directors, Deputy Directors and Heads of Service.

3.1 We can see a marked improvement in results from the previous two surveys both in terms of response rates and also in positive responses from respondents. Overall, the positive response score has increased by 7.65 percentage points. This score is based on those answering Agree or Strongly Agree across the entire survey.

Table 2: Comparison of previous 3 years survey results

		2019 Temperature Check		2018 Full Survey	2017 Temperature Check
My work gives me a sense of personal achievement	Strongly agree	28.65%	↑ +10.87	15.87%	21.96%
	Agree	53.01%		54.92%	46.11%
	Neither agree or disagree	10.60%		12.38%	14.57%
	Disagree	7.73%		12.38%	10.18%
	Strongly disagree	2.01%		4.44%	7.19%
I am given opportunities for personal and professional development	Strongly agree	18.34%	↑ +7.69	10.53%	12.60%
	Agree	45.27%		45.39%	38.80%
	Neither agree or disagree	20.06%		25.27%	20.80%
	Disagree	12.32%		12.15%	16.40%
	Strongly disagree	4.01%		6.73%	11.40%
My manager visibly demonstrates the CREATE values	Strongly agree	28.82%	↑ +5.85	25.50%	21.33%
	Agree	45.82%		43.29%	40.04%
	Neither agree or disagree	16.72%		20.47%	21.13%
	Disagree	5.48%		4.70%	10.06%
	Strongly disagree	3.17%		6.04%	7.44%
The senior leadership team have a plan that I believe in	Strongly agree	6.63%	↑ +5.86	4.10%	5.84%
	Agree	28.24%		24.91%	15.49%
	Neither agree or disagree	43.23%		37.88%	38.03%
	Disagree	14.12%		28.18%	21.33%
	Strongly disagree	7.78%		10.92%	19.32%
I feel proud to work for the council	Strongly agree	18.05%	↑ +6.88	13.14%	9.20%
	Agree	41.83%		39.86%	26.40%
	Neither agree or disagree	29.80%		30.93%	34.80%
	Disagree	8.02%		9.62%	16.80%
	Strongly disagree	2.29%		6.19%	12.80%
The council provides a great service to our residents	Strongly agree	17.77%	↑ +8.7	9.76%	7.62%
	Agree	49.57%		49.48%	30.46%
	Neither agree or disagree	22.92%		27.53%	34.47%
	Disagree	8.02%		11.15%	17.23%
	Strongly disagree	1.72%		2.09%	10.22%

Over 70% positive
37% - 69% positive
Less than 36% positive

Leadership

3.2 While there is still low positive responses (34.87%) to the statement ‘*The Senior Leadership Team have a plan that I believe in*’ we can see 13.84 percentage point increase from 2017 which shows us that the leadership is generally making improvements in visibility and communicating the Council’s vision and strategic direction to staff. However, a key focus for improvement in 2019 will be the promotion of senior leadership visibility and further improving communication of the direction of the Council. Some activities will include:

- Communicating messages from Corporate Leadership Team meetings
- Continued work with Employee Ambassadors to engage with staff
- All staff meetings, held on a bi-annual basis

Service to residents

3.3 The response to the statement ‘*I feel proud to work for the council*’ received a positive response of 59.88% in this year’s survey, which is an increase of 24.28 percentage points when directly compared to the 2017 Temperature Check survey. While it is acknowledged that this result still requires more

improvement, such a positive increase indicates that staff are feeling more comfortable with the direction of the council and feel that the council is delivering positively. Similarly, the response to the statement *'My work gives me a sense of personal achievement'* has increased over a two year period by over 13 percentage points. This indicates a marked increase in how staff feel the council are performing for residents and a pride in the service that we deliver and in their own personal contribution to this service.

- 3.4 To further improve this positive response more actions will be taken to promote good work undertaken by the council and highlight the achievements of individual officers over the coming year.

Personal development and training

- 3.5 Over the past two years we have seen an improvement in response to the statement *'I am given an opportunity for personal and professional development'* which has increased by 12.21 percentage points, however this is at a lower rate of improvement than other statements so a key focus for the forthcoming year will be on improving opportunities for training and development for staff. This will include better utilisation of the apprenticeship levy and training opportunities, cross team working and opportunities for mentoring.

Verbatim comments

- 3.6 In the interests of preserving confidentiality and increasing staff confidence in responding to the anonymous staff survey, the verbatim are not shared in entirety. They are presented in themes and discussed as part of the action planning process.
- 3.7 Similar themes run through the verbatim comment responses of the 2017, 2018 and 2019 surveys:
- Senior leadership visibility
 - Communication
 - IT systems
 - Work environment.
 - Workload
- 3.8 There was a marked increase in staff voicing complaints about working location and office space, this is to be expected due to the office moves many staff faced over the last year. This hopefully should improve in the coming year with the accommodation project coming to a close and teams being more settled in their space.
- 3.9 As always, staff overwhelmingly praised their colleagues through verbatim comments, as well as the service that we deliver to residents. This is a theme which runs through every survey conducted in the last three years and is matched by the scores in the survey. The council will continue to recognise staff members for their excellent service and team work and hope to continue this trend next year through initiative such as instant rewards and showcasing teams and individual staff members in communications
- 3.10 Staff have indicated through verbatim comments that one area for improvement could be working better with other teams across the council.

Some action will be taken to address this over the coming year with initiatives such as:

- The Middle Managers Forum, where mid-level staff members across the Council have an opportunity to network with each other and share ideas.
- A new mentoring programme to be launched in January 2020 to allow for cross departmental working and exposure to managers and leaders in different areas.
- Opportunities for shadowing, particularly among our apprenticeship cohort.

Comparisons to Partner Organisations.

3.10 Both of the Council's main partner organisations, Achieving for Children and Optalis, have conducted staff surveys in 2018. The question sets and format of these surveys was very different so no direct comparison can be achieved in an accurate fashion. However, we can see similar themes:

- Staff are highly engaged in their roles and enjoy the job they do.
- Staff respect their colleagues and feel that they as a team deliver a good service to their customers.
- Staff would like better communication from senior leadership on the vision of the organisation.
- Access to training and development opportunities can be improved.

Communication and future actions

3.11 The staff survey results were released to all staff on 17 July 2019. In order for staff to fully engage in improving the staff survey results and the culture of the Council, all staff will be invited to events to discuss staff survey results and their general experience of working for the council and what makes them happy at work or could be improved. These events will be run as small sessions (c.20 staff members) and led by Corporate Leadership Team members. These sessions are to run from late September 2019 – January 2020, with all staff being given an opportunity to feedback, though it will not be mandatory.

3.13 From these sessions, the survey results and general working experience of staff can be discussed and a new staff survey action plan and updated RBWM People Plan can be developed.

3.14 Additionally, it is acknowledged that the Council's values (CREATE) which have been in place for over seven years, potentially are in need of a refresh and relaunched to staff. As part of these sessions, new values will be formulated with the staff ambassadors leading their development. These values will be agreed and relaunched in early 2020.

Future Staff Surveys

3.15 The next staff survey is scheduled for July 2020, results will be communicated to Employment Panel following this.

4. KEY IMPLICATIONS

- 4.1 The staff survey or staff survey temperature check is run annually to understand the general feeling of the council's staff and where there are areas for improvement. It is also an opportunity for staff to feedback on any issue they would like to raise in a controlled and anonymous method. Success for the forthcoming year, will be improving the positive response score of the overall survey and also an improvement on the response rate to the survey.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Increased response rate to 2020 survey	60.95%	63%	65%	70%	July 2020
Increased positive responses to 2020 survey	No increase	+2 percentage points	+4 percentage points	+6 percentage points	July 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 None

5. LEGAL IMPLICATIONS

- 5.1 None

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Staff engagement levels reduce	Medium	Focus groups and action plan being developed	Low

7. POTENTIAL IMPACTS

- 7.1 None

8. CONSULTATION

- 8.1 The following forums were consulted with regard to the staff survey results

- Corporate Leadership was shown the overall staff survey results on 10 July and also their individual service area / directorate results.
- Employee ambassadors were shown staff survey results on 15 July 2019 to give their view of the results and input into the process for improve results and creating of action plans.
- Results were published to staff on 19 July 2019 via Borough Bulletin and available on SharePoint.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in table 5.

Table 5: Implementation timetable

Date	Details
10 September 2019	Results shared with Employment Panel
September 19 – January 2020	Staff engaged with via focus groups
February 2020	New values and action plan announced.

10. APPENDICES

10.1 This report is supported by 1 appendices:

- RBWM People Plan – Action Plan

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Shelim	Lead Member for Human Resources and Corporate Projects		
Duncan Sharkey	Managing Director	15 Aug 2019	
Russell O’Keefe	Executive Director	15 Aug 2019	
Andy Jeffs	Executive Director	15 Aug 2019	
Rob Stubbs	Section 151 Officer	15 Aug 2019	
Elaine Browne	Interim Head of Law and Governance	15 Aug 2019	
Nikki Craig	Head of HR and Corporate Projects	12 Aug 2019	

Name of consultee	Post held	Date sent	Date returned
Louisa Dean	Communications	15 Aug 2019	
Kevin McDaniel	Director of Children's Services	15 Aug 2019	
Hilary Hall	Deputy Director of Commissioning and Strategy	15 Aug 2019	
	Other e.g. external		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	
Report Author: Elizabeth Moore, Learning and Development Manager		

Appendix 1: Action plan

Action plan will be reviewed annually with measurable targets put in place for delivery. Action plan is monitored by Human Resources.

Area of focus		Action	Target date	Result	Owner	Status
Healthy workforce	1	All managers complete Mental Health First Aid training.	1 September 2018	Managers equipped to support employees.	Public Health	Complete 2018, will review 2020
	2	All new policies to undergo a mental health impact screening.	Ongoing	Policies developed which fully support employees and their mental health.	Public Health / Human Resources	Screening tool rolled out
	3	Mental health champions to promote positive mental health in the workplace and be a point of contact for employees with questions.	Ongoing	Reduced stigma associated with talking about mental health in the workplace.	Public Health / Human Resources	Champions to be relaunched 2020
	4	Stress Awareness and Resilience training will be provided to the workforce and targeted at line managers.	1 September 2018	Employees are aware of when to notice the signs of stress in themselves and their colleagues.	Learning and Development	Complete – Mental Health Awareness training rolls out to all staff and mandatory for 2019 / 2020
	5	Implement an early intervention approach for absences including early referral to occupational health.	Ongoing	Reduction in absence levels.	Human Resources	
	6	Identify and promote health awareness resources for the workforce in the current Healthy Working area on the intranet.	1 April 2020	Employees understand where resources are available.	Public Health	

Area of focus		Action	Target date	Result	Owner	Status
Resilient workforce	6	The workforce is encouraged to feedback on any change proposal.	Ongoing	Employees feel they are involved in change as opposed to having change 'done' to them.	Senior Leadership Team / Communications and Marketing	
	7	Employees to undertake mental health awareness training annually.	1 April 2020	Employees are equipped with skills to deal with pressure and understand what to do if they require help.	Learning and Development	Training launched
	8	Mindfulness workshops offered to employees.	1 September 2021	Employees understand relaxation techniques.	Learning and Development	
	9	Flexible working policy promoted to the workforce and managers trained to deal with flexible working requests.	1 April 2018	Managers feel comfortable dealing with flexible working requests and all requests are handled fairly.	Human Resources / Communications and Marketing	Complete via Borough Bulletin
	10	Employee benefits such as Yoga promoted.	Ongoing	Employees have access to a range of benefits.	Human Resources / Communications and Marketing	Promoted via SharePoint and Borough Bulletin
Safe workforce	11	Health and safety policies are promoted throughout the organisation	Ongoing	Employees understand health and safety requirements	Health and Safety / Communications and Marketing	Promoted via SharePoint and Borough Bulletin
	12	All employees complete Health and Safety Level 1 training Bi-annually.	1 April 2021	Employees understand health and safety requirements	Health and Safety / Learning and Development	
	13	All managers complete Health and Safety Level 3 training bi annually.	1 September 2021	Managers understand health and safety requirements	Health and Safety / Learning and Development	
Engaged workforce	14	Staff survey undertaken and action plan	1 July 2020	Employees given the opportunity to feedback any	Learning and	Complete in July 2019

Area of focus		Action	Target date	Result	Owner	Status
		developed in consultation with transformation champions.		concerns and improve communication with senior leadership team.	Development	
	15	Effective communications campaign showcasing the council's impact on the local community and how we are providing excellent services.	Ongoing	Employees are proud to work for the council and of its work.	Communications and Marketing	
	16	Line managers trained and encouraged to give employees feedback for excellent performance and to support if performance is falling below expectations.	1 April 2020	Employees feel that their hard work is recognised.	Learning and Development	
Skilled and capable workforce	17	Training needs analysis conducted in consultation with the workforce.	1 January 2019	Employees feel that they have input into their learning and development.	Learning and Development	Completed annually, will be completed again in April 2020
	18	Learning and Development programme developed.	1 April 2019	Employees have access to learning and development opportunities.	Learning and Development	Completed annually, will be completed again in April 2020
	19	Programme of information technology training implemented.	1 April 2020	Employees have the necessary skills and resources to complete their roles.	Learning and Development	eLearning has been purchased and will be rolled out in line with the TNA
	20	Programme of soft skills training implemented.	1 April 2020	Employees have the necessary skills and resources to	Learning and Development	Programme is planned and will be rolled out in

Area of focus		Action	Target date	Result	Owner	Status
				complete their roles.		line with the TNA
	21	Full evaluation of the training programme which takes into account full organisation impact of training.	1 June 2020	Learning and development programme is continually reviewed and improved.	Learning and Development	
	22	High potential talent exercise undertaken to highlight high potential within the organisation.	1 April 2020	Employees are developed and retained.	Learning and Development	
	23	Full succession planning exercise to be undertaken to ensure that all roles in the organisation have a succession plan.	1 April 2020	Employees can see clear career progression within the organisation.	Learning and Development	