

HR Committee

9 May 2019



Report of: Director: Workforce & Change

Title: 2019 employee engagement survey

Ward: N/A

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Recommendation

The Committee notes the report.

Summary

The purpose of this report is to update Committee on the results of the 2019 employee survey and the action planning process.

At the Committee meeting there will be a detailed presentation on the survey results.

The significant issues in the report are:

The Organisational Improvement Plan sets out the actions to create a working environment which helps employees perform at their best. To measure the impact of these actions and guide the future work programme, an annual employee survey has been introduced.

The survey took place during March 2019 and generated a response rate of 51%. This was due to a comprehensive programme of communication and engagement to encourage participation.

The approach to action planning will be inclusive and collaborative. Services will be encouraged to undertake their own local action planning and colleagues will be invited to participate in focus groups to help shape the action plan for cross-cutting themes.

Policy

1. The Corporate Strategy describes the aspirations for the future organisation, one where we innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.
2. The Organisational Improvement Plan outlines our commitment to engaging regularly with the workforce to measure the impact of our actions and help shape the future plans. Our employee survey focuses on measuring engagement which will drive performance across the organisation.

Consultation

3. **Internal**
Not required because this report is for information only.
4. **External**
Not required because this report is for information only.

Context

5. Survey design

The objective of the 2019 employee survey is to gauge a clear understanding of:

- The current level of engagement within the employee population.
- The barriers and opportunities to enhance engagement.
- Employee's awareness and understanding of key council priorities and values.
- The potential impact on council performance due to engagement levels.

This will enable us to clearly track progress against KPIs in various strategies, including the Organisational Improvement Plan, equalities and inclusion strategy and the corporate communication strategy.

The 2019 survey was developed using the last survey in 2016 as the foundation. It was then cross referenced with known, established engagement surveys such as Gallup and 'Great Place to Work'. This ensured it linked to the validated four drivers of engagement; strengths, clarity, recognition and genuine concern.

Consultation on the draft design was undertaken with a number of employee groups – including staff led groups, Trade Union Learning Reps, and values champions.

The survey was split into seven sections, each looking at specific elements of an employee's 'work world':

- Me and my role
- Me and my manager
- Me and my team
- My working environment and wellbeing
- My working environment and fairness
- Leadership
- Me and the organisation

The survey is made up of a series of statements that the employee rates according to their level of agreement. Plus two free text sections to gather more open ended commentary.

The survey was available online with hard copy and alternative formats available for those who needed them.

6. Encouraging participation

To ensure maximum participation a comprehensive programme of communication and engagement was undertaken. This included:

- Survey briefings at team meetings
- Staff led groups and trade unions learning reps encouraging participation with their groups
- A series of communication messages in the run up to and then through the survey period through numerous channels
- Posters, banners and survey deposit boxes in key locations
- Walkabouts and briefing sessions with senior leadership team
- Survey surgeries at locations with high levels of 'offline' employees – with access to laptops to complete a survey online.

7. Results and emerging themes

The analysis of the results is still underway. The detailed results, conclusions and recommendations will be presented at the Committee meeting.

8. Sharing results and action planning

Once the survey closed, colleagues were advised of the response levels and the next steps.

The results will be published to all employees along with an invitation to take part in the action planning. We want this to be inclusive and as collaborative as possible.

There will inevitably be some quick wins which we will put in place straight away. From the analysis of the results, a few cross-cutting themes will be identified, and colleagues will be invited to participate in focus groups to help shape action plans.

Services will also be provided with their local results and encouraged to develop local plans based on the key needs highlighted in their results. Support will be available with the provision of communication and action planning toolkits.

Regular updates on progress will be made, and the recommendations and agreed actions will inform the next refresh of the Organisational Improvement Plan.

Proposal

8. That Committee notes the report

Other Options Considered

9. None.

Risk Assessment

9. Not required because this report is for information only.

Public Sector Equality Duties

- 11a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 11b) Not required because this report is for information only.

Legal and Resource Implications

Legal

Not required because this report is for information only.

Financial

(a) Revenue

Not required because this report is for information only.

Land

Not applicable.

Personnel

Not required because this report is for information only.

Appendices:

A – 2019 employee survey results (to be presented at the Committee meeting)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**Background Papers:**

None.