

HR Committee

19 December 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 actions taken following the 2019 employee survey.

The significant issues in the report are:

The employee survey took place during March 2019 and generated a response rate of 51%. The results have undergone a detailed analysis by directorate, division, service area and equality groups.

Focus groups have been looking at cross-cutting organisation themes of wellbeing, recognition, physical workplace and senior leadership visibility. Service areas have been developing local action plans based on their results.

The workforce have been kept regularly updated on actions taken as a result.

The next survey is planned for March 2020 which will measure progress on these 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

The results of the survey have been discussed with trade union learning reps, staff led groups, survey focus groups and Heads of Service and Directors.

4. External

Not required because this report is for information only.

Context

5. Survey background

In 2019 we introduced an annual employee survey. The objectives are to have a regular mechanism 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.

This data will help track progress against KPIs in various strategies, including the Organisational Improvement Plan, equalities and inclusion strategy and the corporate communication strategy.

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

A comprehensive programme of communication and engagement helped maximise participation. This included briefings, promotional materials, drop-in sessions, survey surgeries and support from staff groups.

6. Results and emerging themes

There was a 51% response rate, up from 40% for the last survey in 2016.

The results were broken down by Directorate, Division and service level, with comparisons against the overall organisation results. The results were also analysed for equality groups.

The results were shared with HR committee at the 9 May meeting. The main themes are summarised in Appendix 1.

The results were publicised widely and colleagues were encouraged to take part in focus groups to explore the four cross-cutting themes. These themes are wellbeing, recognition, physical working environment and leadership visibility. In addition, workshops were held with staff led groups to explore the results and shape their future work programme.

In order to be as inclusive and as collaborative as possible, all divisions were required to develop local plans with their teams based on their results. This has been done through workshops, cross-division sessions and keeping as a regular discussion item on team meeting agendas.

It is important to keep colleagues updated on the actions taken as a result of their feedback and so there have been regular updates on the main themes from the action planning process, including the decisions and actions put in place in response. A summary of the themes and actions is featured in Appendix 1.

The next survey is planned for March 2020 and will provide the opportunity to measure progress against key indicators of employee engagement.

Proposal

8. That Committee notes the report

Other Options Considered

9. None.

Risk Assessment

7. 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) The results have been analysed by equality group and discussed with staff led groups and equality and inclusion team to help shape the future work programme.

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:

1 – Overview of the survey results and actions

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.