



Employee Engagement Survey 2019 – progress update

HR Committee
December 2019



Background

- Survey ran in March 2019
 - 51% response rate
 - Results analysed by Division, service and equality groups
 - Overall results shared with all employees, unions, staff led groups, focus groups, HR committee
 - Detailed breakdown shared with Directors and Heads of Service
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What we did with the results

- High-level results provided details of organisation-wide areas for action
 - Organisation-wide actions identified centrally
 - Division and Service level results provided details of local areas for action
 - Each Division tasked with building a 'local action plan' for their areas
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Conclusions – organisation-wide

The positive areas:

- Individuals and teams are **clear on their purpose** and what is expected of them
 - Teamwork and the **collaborative nature** of colleagues is very strong
 - Manager/supervisors are viewed positively and are **creating good relationships** with their employees and teams
 - We have high levels of awareness on the **organisational values** and also good understanding on what the council is here to do and its priorities
 - Acknowledgement from employees that, in general terms, the **culture is improving**
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Conclusions – organisation-wide

However, we also concluded that:

- There is some work to do on ensuring that **all employees feel they have a voice**
 - Whilst **confidence in leadership** is improving there is still more we can do
 - We need to be more **active and proactive in recognising good work** at a local and organisational level
 - We need to help employees **better manage the pressures of the workplace** to support wellbeing
 - The practicality of the **agile working environment** is also a continuing challenge
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Benchmarking

Question/measure	Our result	Benchmarking
Employee Engagement (BCC indicator is the extent to which people are clear about what the council is here to do and its priorities)	76%	54-79% Source: various public sector organisations
I am able to access the right Learning and Development opportunities when I need to	55%	49-64% Sources: CIPD Working Lives report, various public sector organisations
Senior managers are interested in and listen to the views of employees	28%	12-50% Sources: CIPD Working Lives report, various public sector organisations
I believe that my line manager communicates effectively	73%	74-75% Sources: various public sector organisations

Follow up work – organisation-wide

Focus groups for 4 organisation themes – Recognition, visibility, health and wellbeing, physical workplace.

Recommendations include:

- Increased visits to teams; small, regular acts of recognition and thanks; staff awards
- Prioritising work place issues for action, looking at workplace behaviour
- Groups are attending Corporate Leadership Board to share recommendations in person

Staff led groups – workshops to explore results and shape future work programme

Improving leadership visibility – range of actions implemented

Improving leadership visibility

- **Weekly leadership blogs** extended to include all Directors and guests
 - **Leadership structure chart with photos** added to the intranet
 - **Leadership meetings** now taking place at locations other than City Hall
 - **More detailed updates from Corporate Leadership Board** included in the all-staff news bulletin
 - **Employee engagement events underway** – to create a shared understanding of what a one-council approach looks like in practice and how we can best work with each other
 - **Improved information cascade from leaders' meetings**
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Other organisation-wide themes and progress

Theme	Progress
Senior leaders sharing vision and strategy	Events underway
Analysis of what might prevent people from responding to survey	Picked up through focus groups and unions
Raising awareness of working in a democratically-led organisation and the importance of building constructive relationships with members	Working with leadership forum
More help with equality action plans	Drop in sessions
More formalised development opportunities	Developing talent management strategy
Stress risk assessments and mental health training	In place, but more sign-posting to be done

Other organisation-wide themes and progress

Theme	Progress
More guidance on one-to-ones	Guidance on intranet and training sessions in place – to coincide with 6 month review process
Physical workplace improvements	Focus group work continuing
New manager induction	Due for launch in January
Keeping momentum on actions and communicating what is being done as a result of the survey	Regular updates published

Follow up work – local action plan themes

Health and Wellbeing

- More managers and staff attending mental health training
- Include health and wellbeing in one-to-ones and performance objectives
- Undertake stress risk assessments for high-pressure roles
- Increased promotion of work life balance offer
- Consider impact of agile working on wellbeing

Performance reviews

- Ensuring all staff have agreed objectives and a performance review
 - New training and coaching available on effective one to ones and difficult conversations
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Follow up work – local action plan themes

Learning & Development

- Talent management strategy and succession planning strategy
 - Ensuring completion of Learning and Development plans
 - Find on-the-job learning opportunities
 - More shadowing and secondment opportunities
 - Greater sign-posting to L&D courses
 - Lunchtime learning sessions
 - Supporting new team leaders
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Follow up work – local action plan themes

Local engagement and information sharing

- Better cascade of info from managers' meetings
 - Whole-service events
 - Site visits/back to the floor
 - Holding meetings on other sites
 - Suggestion schemes
 - Local news bulletins
 - Local celebration events/displays
 - Sharing learning from projects
 - Team charters
 - Involve teams more in decision-making
 - Reaching offline staff
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Next steps

- Regular progress updates shared with colleagues – showing continuing action
 - Focus group report back
 - Planning for next survey 2020
 - Consultation with staff led groups, focus groups and trade union learning reps
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