

EMPLOYMENT COMMITTEE**30 JUNE 2016****STAFF SURVEY, VALUES AND BEHAVIOURS AND THE EMPLOYMENT
DEAL****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of Report**

1. The aim of this report is to provide the Committee with a summary of the outcomes and actions identified in the 2015 Staff Survey.

Background

2. The Council's organisational values were introduced approximately nine years ago after extensive engagement and consultation with staff. These values reflected the priorities and demands on the Council at that time, and as those have changed, the set of organisational values needed to be refreshed. A review of the Leadership Behaviours and Performance Development Review (PDR) process will form a part of this work plan. In addition, these reviews have links to the Employment Deal initiative, refocusing what we have to offer our employees and what we expect in return as the employer.

Staff Survey

3. The response rate to the Survey was 41%, displaying an increase from 27% in the previous survey in 2012. The feedback received will contribute to the identification of work streams which will shape the future of the Authority.
4. The highest scoring areas from the staff survey identified that:-
 - (i). 92% believed the Council is committed to equality and diversity - an increase of 1% since 2012;
 - (ii). 91% felt the Council is a good employer - an increase of 15% since 2012;
 - (iii). 90% was trusted to carry out their job effectively - A new question.
5. Three areas identified for further consideration and action, and with the lowest ratings across the Council were:-

- (i). 48% - felt that change is well managed in the Council - an increase of 11% since 2012;
 - (ii). 57% thought it was safe to speak up and challenge the way things were done - an increase of 5% since 2012;
 - (iii). 56% reported stress at work did not affect their job performance - a decrease of 1% since 2012.
6. The Staff Survey Action Plan identified three key areas for the Council to focus on, grouped under the headings of:
- Change and Challenge
 - Effective Working
 - Health and Wellbeing
7. A number of the following work streams are underway as a response to the feedback:-
- (i). Values and Behaviours;
 - (ii). Employment Deal;
 - (iii). The Leadership Behaviours;
 - (iv). Review of the PDR framework and process;
 - (v). Exploring the development of a “one-to-one” performance management framework and guidance for managers and staff to support the PDR;
 - (vi). Review and Refocus the Recruitment and Retention Strategy;
 - (vii). Workplace Health and Wellbeing Strategy Group.

Organisational Values and Behaviours

8. The staff survey results indicated that 68% of staff felt the Council valued its staff, and 71% felt valued for the work they do. Consultation and engagement on the future organisational values and behaviours has commenced across the Council. To date over 1,300 members of staff have engaged in this process and the information obtained is being recorded and analysed. The early feedback indicates potential shared values emerging:-

- Respect
- Positive
- Trust/Honesty
- Continuous Improvement
- Teamwork /Collaboration
- Focus on people

PDR Process, Leadership Behaviours and a One-to-one Performance Management Framework

9. In line with the feedback from the staff survey the PDR process and leadership behaviours will be reviewed, seeking to align the values, organisational culture, and behavioural expectations with how the Council manages performance.

10. The feedback received indicated that the current PDR has become process driven and focused on the completion of paperwork rather than the quality of the performance conversation. The recorded PDR return rate is low and the information provided does not generally represent the development required to meet the Council's strategic agenda.
11. Engagement sessions will be held for staff and managers to provide an opportunity to contribute to developing a more agile, performance focused and responsive process of staff appraisal and performance review. This in turn will contribute to the agenda for the key Leadership Behaviours.
12. The staff survey identified the need for more structured and frequent "one-to-ones" to discuss aspects associated with change, wellbeing, communication and constructive feedback (47% felt change is managed well, whilst 57% thought it was safe to speak up and challenge the way things were done). Any approach and guidance will need to account for existing professional supervision policies in both the Children and Families Service and the Adult Social Care Service.

Employment Deal

13. The creation of a clear Employment Deal will allow for a constructive, concise and informative approach to our engagement with new and existing staff. It will be recognisable as a positive recruitment and retention tool and will have a direct link to our recruitment strategy. It will connect directly to our vision, values and behaviours.
14. The Employment Deal will further support the staff survey actions by addressing issues such as collaborative working, smarter working, staff engagement and effective leadership (77% of staff believed that showing initiative was encouraged, and 79% believed they had a say in deciding how they could work most effectively).
15. The conditions informing the Employment Deal are important in our changing economic environment and should intrinsically reinforce our values and behaviours. These are as follows:-
 - (i). The organisation and employee are both "adult";
 - (ii). The employee defines their own identity;
 - (iii). The organisation expects staff to deliver results;
 - (iv). Expect and prepare for change;
 - (v). Development is nurtured via coaching and mentoring;

Recruitment and Retention Strategy

16. Recruitment and Retention of good quality staff remains critical to ensure the Council meets its key targets, but is flexible enough to respond to future demands.

17. The Staff Survey feedback showed positive engagement from staff in a number of areas linked to recruitment and retention:-
- (i). 92% - believed the Council was committed to equality and diversity;
 - (ii). 91% - felt the Council was a good employer;
 - (iii). 90% - was trusted to carry their job effectively.
18. What mattered at work for 81% of staff was job satisfaction. While 56% still measured the impact of pay and benefits, other intrinsic factors such as work life balance were rated higher at 74%.
19. The intended outcomes from a review of our Recruitment and Retention Strategy are:-
- (i). Structured recruitment packs explaining purpose of the job, organisation and the benefits of being a Leicestershire County Council's employee;
 - (ii). Innovative use of advertising campaigns to attract high calibre candidates;
 - (iii). Sustained high performance through periods of change by effective management of talent;
 - (iv). The Council continues to meet the changing need of our communities and demands of the organisation with a staffing structure where employees are committed to our aims.

Health and Wellbeing

20. In the context of attendance management, the Committee has previously endorsed that the Council undertake some work to benchmark against the Public Health Workplace Wellbeing Charter standards. A number of task and finish groups have
21. been set up as follows in order to take forward the agenda around a healthy workforce:-
- Mental wellbeing
 - Healthy eating
 - Smoking, alcohol and substance misuse
 - Physical activity
22. The staff survey indicated that 72% of staff felt that their work life balance was about right while 56% of staff indicated that stress at work did not affect their job performance.

Recommendations

23. The Committee is asked to note the report and to support the approach and proposals for particular pieces of work.

Background Papers

None.

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Equalities and Human Rights implications

None.

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