



EMPLOYMENT COMMITTEE – 6 FEBRUARY 2019

STAFF SURVEY 2019

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Committee with further detail of departmental and corporate actions in response to the findings of the 2019 staff survey.

Policy Framework and Previous Decisions

2. The People Strategy was approved by the Employment Committee at its meeting in June 2017. The results from the 2019 staff survey will be incorporated into departmental action plans and these will be used to support the key aims of the People Strategy.

Background

3. At its meeting on 5 December 2019 the Employment Committee requested further details of the actions being taken to address the findings of the Staff Survey 2019. The responses from departments are included below:

Adults and Communities

4. The survey reported low satisfaction levels in respect of how change is managed and communicated. However, this figure has improved from 33.4% in 2017 to 51.4%. This change could be attributed to the positive work on engagement and communication that has occurred in the Care Pathway with the Target Operating Model (TOM). The Adults and Communities department will adopt the same approach in the future.
5. Only 54% of respondents in Adults and Communities stated that stress does not affect their performance at work. A survey in stress levels has been undertaken and follow up actions are being determined, that are focussed on improving staff wellbeing.
6. Staff in Home Care displayed a lower level of satisfaction with communications from their manager. Digital solutions are currently being considered and how these can fit in with the introduction of a new rostering system.

7. 13.8% of respondents said that they would like to improve their pay and consideration is being given to this for relevant hard to fill groups. 7.5% of respondents said they would like to see some improvements in their flexible working options and 5.9% would like to see improvements in their IT. Implementation of the Council's Workplace Strategy is underway which will provide improved digital solutions and support flexible working methods.

Chief Executives

8. Whilst overall the departments results did not demonstrate any statistically significant differences from the corporate council results, a more detailed analysis is underway. A discussion will take place at the February Departmental Management Team meeting (DMT) to examine next steps including looking at work life balance and flexible working. The results also demonstrated a lower level of satisfaction from Black and Minority Ethnic (BME) staff compared with the council average in response to the question "safe to speak up and valuing staff". Whilst this issue will be addressed with the development of an Equality Action Plan to support the Council's Equality Strategy this will also be subject to further examination within the department.

Corporate Resources

9. The departmental results were significantly more positive than the whole council in terms of feeling that change is well managed (64.4%), feeling that work/life balance is about right (82%) and that it is safe to speak up and challenge the way that things are done (69.2%).
10. Satisfaction with flexible working was slightly below the overall council response. The Workplace Strategy is focusing on new ways of working and teams have been taking part in workplace pilots. The digital strategy is aimed at providing more agile technology for people to work from any location and traditional meetings are being replaced by Skype meetings with video technology.
11. Whilst staff in Corporate Resources are less likely to have experienced any discrimination or discrimination due to disability or LGBT status compared to in the council, overall there is more to do in this area to raise awareness and support colleagues.

Children and Family Services

12. The department has undertaken a number of actions following the release of the survey. In addition to engaging with corporate projects such as the Workplace Strategy and the corporate health and wellbeing offer linked to change and workloads, a number of whole staff meetings have taken place. The survey findings have been shared with managers and the department's communications strategy is being reviewed. The outcomes of the survey will be discussed in detail at a future DMT so

that any departmental specific actions can be linked into any Ofsted recommendations. A new inbox and a confidential online form have been created for staff to feed in comments.

Environment and Transport

13. The department identified that there are higher levels of dissatisfaction from BME and LGBT staff compared to the Council average. There are also issues in relation to discrimination (gender and age particularly).
14. For those at Grade 13 and above the same concerns were identified as in the 2017 survey; work life balance and stress.
15. There have been significant improvements for management and leadership related questions, and this is largely due to the significant increase in positive responses from 'off site staff'.
16. Environment and Transport held a managers' away day on 29 November 2019. The detail of these discussions was captured and is being used to inform recommendations to address the key issues and to promote best practice across the department. From initial analysis these recommendations will have links to wellbeing, leadership, diversity and inclusion and will be incorporated into the departmental workforce strategy delivery plan.

Public Health

17. The department is introducing a weekly roundup email to all staff in the department which will be used to share information for the week ahead. This is in response to the reduced satisfaction (9 percentage points) in how well change is communicated.
18. Public Health has the highest satisfaction rates in respect of working flexibly but the department acknowledges that more could still be done. This will be addressed within the workplace strategy, but the department is looking at how it can support employees who previously have been identified as essential to working at County Hall to work more flexibly.
19. The department is also having more conversations with staff using one to ones to ensure work life balance is a priority for people and looking to support individuals specifically if they have concerns. There has been an increase in managers participating in mental health first aid training to identify and support staff with their mental health.

Individual question response analysis.

20. Demographic analysis by individual questions demonstrates that there remains a difference between responses between disabled and non-disabled staff. Whilst the gap has narrowed since the previous survey the difference continues to be statistically significant across several

question areas. The results of the 2018 Valuing Difference survey continue to be embedded within the organisation. A Disability Working Party was created to address these issues identified in the results, and alongside the Equalities Board and Corporate Management Team, they have reviewed relevant policies and support processes so that they can be understood and applied more consistently; revised guidance for managers on how to support a disabled colleague; provided disability masterclass training to managers and carried out an accessibility audit of County Hall buildings and on-site facilities. The People Strategy Board and Equalities Board will continue to monitor progress and a new page for policies, factsheets and other resources, is available on the intranet.

21. LGB, those who self-declare their gender and transgender members of staff responses to the survey were less positive across a number of areas particularly around feeling valued and safe to speak up. Chairs of working groups have been consulted and specific actions will be incorporated into the forthcoming Equality Action Plan, emanating from the Equality Strategy consultation.

Consultation

22. Human Resources and Organisational Development Business Partners, Corporate Equalities Advisers and the chairs of employee workers groups have been consulted in the development of this report.

Resource Implications

23. None.

Recommendations

24. It is recommended that the Committee notes the actions being taken to address issues arising out of the 2019 Staff Survey.

Background Papers

25. Employment Committee December 2019 – Item 6 - Staff Survey Results - <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MIId=5777&Ver=4>

Circulation under the Local Issues Alert Procedure

26. None.

Equality and Human Rights Implications/Other Impact Assessments

27. The People Strategy and subsequent actions arising from the Staff Survey are subject to Equality and Human Rights Impact Assessments. Any actions that recommend changes to existing practice, processes or procedures as a result of the staff survey action plans will be subject to a full Equality and Human Rights Impact Assessment as required.

Officer to Contact

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