



## **EMPLOYMENT COMMITTEE - 2 DECEMBER 2021**

### **STAFF SURVEY 2021**

## **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

### **Purpose of the Report**

1. The purpose of this report is to provide the Committee with a summary of the outcomes and actions identified from the 2021 staff survey.

### **Policy Framework and Previous Decisions**

2. The People Strategy was approved by the Employment Committee at its meeting in December 2020. The results from the 2021 staff survey will be incorporated into departmental action plans and these will be used to further support the key aims of the People Strategy

### **Background**

3. A full staff survey is carried out every two years across the Council. The 2021 Staff Survey, which ran through June and July, was the ninth staff survey and had a response rate of 38%, with 2,323 staff completing the survey. This is a decrease from 54% (3,238 staff) in the 2019 survey. Questions have been consistent over the last four surveys.
4. There was a decreased response rate for all departments. Public Health and Chief Executive's Department had the highest response rates overall (at 62% and 50% respectively).
5. Corporate Resources had the largest decrease in response rates since 2019 (-24 % points to 33%). Children and Family Services also had a large decrease (-19 % points to 36%). Public Health had the smallest decrease in response rates (-1 % points to 62%).
6. As was the case in 2019, the detailed results will be made available to all staff and managers. Line managers will be asked to review the results for their areas and develop appropriate local actions. The headline summary shows:
  - i. Improvement in the overall result since the last survey in 2019, although not statistically significant. The average for questions

1 to 19 is 82.2% (+1.4 % points since 2019). There a number of significant improvements for individual questions.

- ii. Respondents on grade 13 or above and part time respondents (working less than 10 hours per week) are significantly more positive than average.
  - iii. Colleagues with disabilities are still significantly less positive than average.
  - iv. Respondents from Chief Executive's Department are significantly more positive than average.
7. The survey was divided into three sub-sections over 19 questions, exploring views on My Council, My Manager and My Job. Appendix A shows the results overall. In summary:
- i. Under 'My Council' the highest scoring areas identified were:
    - a) 94.5% said the council is a good employer;
    - b) 92.8% said I believe the council is committed to equality and diversity.
  - ii. For 'My Manager' the areas scoring highest were:
    - a) 91.9% believed their manager supports flexible working, a significant increase of 3% from 2019;
    - b) 88.6% believe their manager values their opinions and ideas;
  - iii. Under 'My Job' staff said:
    - a) 91.1% felt trusted to carry out their job effectively;
    - b) 90.3% said they felt they were treated with fairness and respect.
8. The areas identified with the lowest ratings across the Council remained fairly consistent with the lowest rated responses in 2019 (see Appendix B). However, most of these questions saw improvements since 2019, with one question showing a significant decrease. In summary:
- i. 58.5% said stress at work does not affect their job performance, a significant decrease of -4.5 % points since 2019
  - ii. 64.8% said they felt that change is well managed in the Council, a significant increase of 6.9 % points since 2019

- iii. 68.2% said they felt safe to speak up and challenge the way things were done, an increase of 2.1 % points since 2019 (though not statistically significant)
- iv. 74.3% said they thought the reasons for change were well communicated, a significant increase of 6.7 % points since 2019

9. Equalities and Job Factors -

A full chart is attached at Appendix C. In summary:

- i. 8.3% experienced bullying or harassment in the previous 12 months (a significant decrease from 11.9% in 2019).
- ii. 28.0% experienced some form of discrimination (no significant change from 26.9% in 2019).
- iii. Job factors that 'matter a great deal' were:
  - a) Work/life balance (82.9%), a significant increase of 4.2 % points since 2019
  - b) Job satisfaction (81.1%)
  - c) Pay and benefits (58.3%)
  - d) Career development (39.7%), a significant decrease of - 3.7% points since 2019

Employees with Disabilities

10. Employees with disabilities are still significantly less positive on almost all questions. Disabled staff are marginally more positive overall since 2019 but the difference is not statistically significant and the gap between this group and the workforce average has grown slightly. In summary:

- i. The biggest difference to the average being: 'Stress at work does not affect my job performance' (41.8% compared to 58.5%, -16.8 % points).
- ii. 'I think it's safe to speak up and challenge' (54.5% compared to 68.2%, -13.7 % points).
- iii. 'I feel I have got my work/life balance about right' (62.6% compared to 75.1%, -12.6 % points).
- iv. Colleagues with disabilities are significantly more likely to have experienced bullying (21.0%, +12.7 % points) and discrimination (58.2%, +30.2 % points) than the workforce average.

- v. For disabled staff there have been significant improvements since 2019 for 4 of the 19 questions and one significant decrease.

Improvements:

- a) 'My manager...makes it clear what is expected of me' (+5.6 % point increase compared to -0.8 % point decrease for non-disabled staff)
- b) 'I feel the reasons for change are well communicated to me' (+5.4 % point increase compared to a +7.1 % point increase for non-disabled staff)
- c) 'I feel that change is well managed in the Council' (+5.2 % point increase compared to a +7.3 % point increase for non-disabled staff)
- d) 'My manager...keeps me well informed' (+3.5 % point increase compared to a +3.0 % point increase for non-disabled staff)

Decrease:

- e) 'I am satisfied with the opportunities for flexible working' (-3.4 % point decrease compared to +8.2 % point increase for non-disabled staff).

### **Summary**

11. The survey highlights a number of positive areas and the direction of travel since the 2019 survey is generally positive. Work to build on these results and to address specific areas of concern is underway with HR Business Partners identifying the top issues for consideration with each of their departments and actions required. The survey results demonstrate that these vary from department to department.

### **Recommendations**

12. The Committee is asked to note the summary of the outcomes and actions identified from the 2021 staff survey and to support the approach being taken to address the findings of the survey.

### **Equality and Human Rights Implications**

13. 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.

**List of Appendices**

Appendix A – Results for questions 1 - 19

Appendix B – Percentage point change over time (2019 – 2021)

Appendix C – 2021 Results – Equalities and Job Factors Questions

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