

THE VIEW FROM YOU - STAFF SURVEY 2017

SCRUTINY REPORT 7 March 2018

Human Resources and Organisational Development

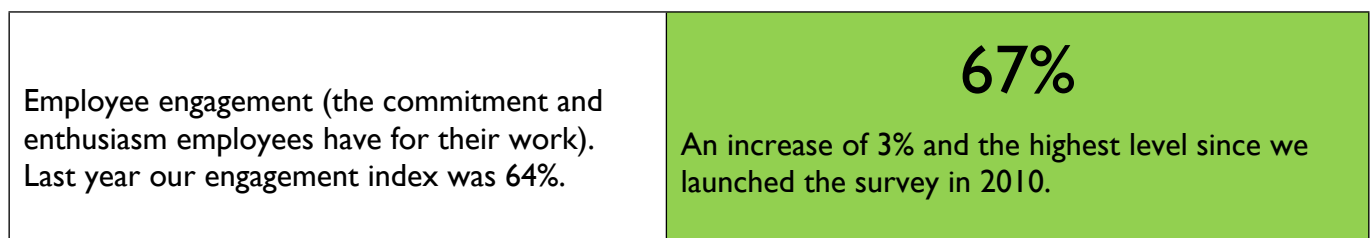
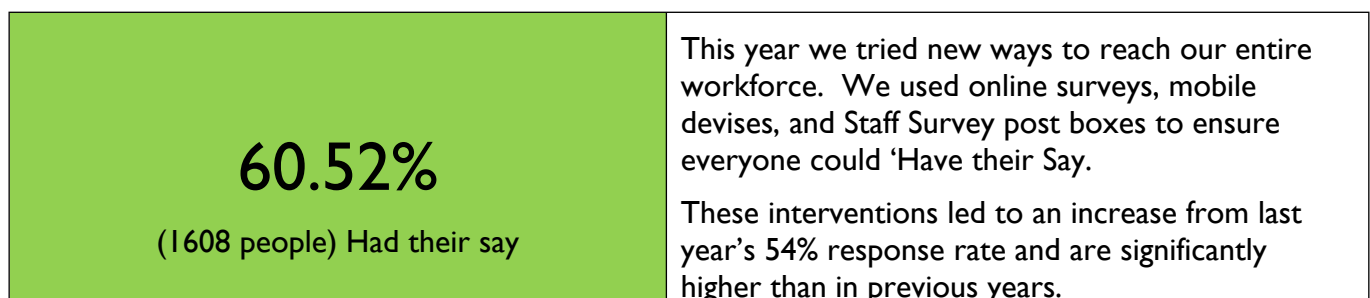


1. INTRODUCTION

Since 2010 we have run an annual staff survey to ask employees their views on working for the Council. During November and December 2017, employees were asked to respond anonymously to an online questionnaire with 32 questions across 9 categories. The 9 categories are:

- My Job
- My Career
- My employer
- My Team
- My Line Manager
- Senior Managers (Directors and Assistant Directors)
- The Council
- Equality and Diversity
- Communications

2. SURVEY HEADLINES



These are very positive findings, especially as 2017 was a challenging year for the Council's workforce, with many service areas undergoing transformational change.

The highlights from the survey and our highest scoring questions show that our workforce remains committed to delivering their best and supporting the Council to achieve its goals. These outcomes also link to employees seeing how their work makes a positive difference to the people in the city. We score higher in this area than our comparators.

The biggest increases also relate to our engagement with more people saying that they want to go that extra mile, and are satisfied with our non-pay benefits e.g. annual leave, flexible working.

However there are areas to focus on which you see in section 5.

3. 2017 COUNCIL RESULTS

3.1 SUMMARY RESULTS (scores out of 100):

Category	Plymouth City Council Results %	% Change Since 2016
My Job	67	+1
My Career	50	+3
My Employer, the Council	60	+4
My Team	61	-3
My Line Manager	68	0
Senior Managers (Directors and Assistant Directors)	42	+5
The Council	78	+5
Equality and Diversity	77	+4
Communications	64	+6

We have seen an overall improvement in all the scores, bar one category. 'My Team' has fallen slightly, as employees do not feel that morale is good where they work, but this is an improving picture. My Team scores have fallen, but is still a high overall score.

3.2 Benchmarking scores

We benchmark our results using an external independent organisation called ORC. They hold survey results for other public sector organisations, and use that data to compare results. This does not specifically benchmark our Local Government Group. The table below shows how we compare. (There was no benchmarking available for My Line Manager)

CATEGORY	% DIFFERENCE
My Job	+1.6
My Career	+0.5
My Employer	+9.3
My Team	+6.7
Senior Managers	-5.9
The Council	+2.8
Equality and Diversity	-0.7
Communications	-10.4

3.3 HIGHS AND LOWS

Highest scoring questions:	%
I want to help the Council to achieve its goals.	89
Working in my job makes me want to do my best.	84
I can see how my work makes a positive difference to the people in the city.	78
I feel able to report bullying, harassment or discrimination.	78

Biggest increases since 2016 survey:	%
Working here makes me want to go the extra mile.	58 (+20)
I am satisfied with my benefits (annual leave, flexitime, flexible working, pension, iChoose options and discounts).	77 (+17)
I am kept well informed about the Council's plans and progress.	55 (+12)

Lowest scoring questions:	%
I have career or job opportunities in the Council.	34
I trust my Director and Assistant Director to be open and honest.	41
My Director and Assistant Director lead by example.	42
Morale is good where I work.	42

Biggest decreases since 2016 survey:	%
My team uses customer feedback to improve our service.	53 (-18)
I am satisfied my pay level is appropriate for my role.	44 (-7)
My team works well with others to provide joined up services.	76 (-5)

4. 2017 DIRECTORATE RESULTS

	Executive Office %	ODPH %	People %	Place %	Transformation & Change %
RESPONSE RATE	90	97.89	50.64	59.50	68.15
ENGAGEMENT	73	64	69	66	65

Survey Category	Executive Office %	ODPH %	People %	Place %	Transformation & Change %
My Job	71	66	71	64	67
My Career	54	54	51	48	48
My Employer, the Council	62	56	60	60	61
My Team	74	58	69	63	69
My Line Manager	82	74	71	65	67
Senior Managers	44	52	46	43	34
The Council	85	72	80	77	77
Equality and Diversity	77	76	79	75	76
Communications	80	59	65	65	62

5 THE WAY FORWARD

Our People Strategy 2016-20 was approved by Cabinet in May 2017 and defines our high level medium term plan and approach to developing a motivated, skilled and engaged workforce, through themes of Talent, Leadership and Culture.

The People Strategy objectives and interventions aim to enable the delivery of the Corporate Plan to create a 'motivated, engaged and skilled workforce' and to address the issues identified from the annual staff survey to continue to improve engagement levels across the organisation.

Interventions and impact:

5.1 TALENT

TALENT		Target Apr 17	Actual Jan 18
We will attract and retain talented people and develop their strengths	Apprenticeships as a percentage of our workforce	2.3%	1.25% ¹
	External Hires as a percentage of roles we fill	55%	70%
	Percentage of the organisation covered by a workforce plan	30%	61%

Identifying and developing our talent is essential.

- We have 51 apprentices and a further 18 employees taking NVQ's in Street Services. We continue to promote apprenticeship opportunities and new and exciting opportunities are in development for how we can spend the Levy. We are working up a plan to promote and increase apprenticeship in 2018.
- All vacancies are advertised internally and new internal Talent Pools will be created in 2018. These will include a Managers Talent Pool and Apprentice Talent Pool
- Strategic Workforce Planning (SWP) is our priority and all Directorates will have a SWP for their priority services by end March 2018.
- In 2018 we will embed career aspirations as part of our performance conversations so all staff have the opportunity to discuss their career goals with their line manager.
- We are aiming on increasing our Graduate opportunities (funded by the Levy where possible)

These initiatives will address the following areas where we scored low:

- **I have career or job opportunities in the Council.**
- **Morale is good where I work.**

¹ NB. Figure is new 'levy' apprenticeships only. Previous non-levy apprenticeships are at 0.30%. Total of both is 1.55%

5.2 LEADERSHIP

LEADERSHIP		Target Apr 17	Actual Jan 18
	Our leaders will be confident, inspiring, and role model our values	Employee satisfaction with managers	65%
Employee satisfaction with senior leaders		40%	42%
% of managers who have had recent targeted development		50%	80% ²

We have in place a Leadership Framework, to ensure that all levels of leadership are able to access a blended development offer that meets their needs.

- Senior Leadership Development Programme ran during 2017 and continues into 2018 with facilitated development away days and coaching.
- Management Fundamentals Programme has now been rolled out to 90 delegates and a new cohort of 45 started in January, with a further group being considered later in the year for our aspiring managers. The programme is structured around five core modules which cover a range of essential management skills, knowledge and behaviour including:
 1. Being an authentic manager
 2. Managing in Plymouth
 3. Influencing with integrity
 4. Emotionally Intelligent Teams
 5. Managing and motivating through change
- We have launched a new Manager's Driving Licence for all existing and aspiring managers. The aim of the Managers Driving Licence is to ensure all our leaders are confident, inspiring and role models for our values. The Manager's Driving Licence (MDL) is an interactive, online development and reference tool, designed to support new, existing and aspiring managers to understand and achieve our business objectives. All managers, including Directors and Assistant Directors will complete the programme, including the Chief Executive.
- Team Plymouth Events: format redesigned in 2017 and is now led by the Workforce Development Panel. 80% of attendees say new format is improved and adds value. Team Plymouth (January) focused on how we improve culture and use customer feedback, and these two topics will form part of our key conversations with Team Plymouth going forward. The next Team Plymouth planned for March will focus on Staff Survey results and what managers are doing to respond in their areas. Team Plymouth is excellent for networking and to share best practice and enables managers to work together to provide joined up services.
- Multi Agency Coaching Network. We have 90 registered coaches from across 7 different agencies including Plymouth Hospitals NHS Trust; Livewell South West; NHS Northern, Eastern and Western Devon Clinical Commissioning Group; NHS South Devon and Torbay Clinical Commissioning Group; Devon County Council; Somerset County Council.

² Manager's Driving Licence will raise this to 100% by end March

There are 23 active coaching arrangements currently and a total of 110 arrangements have been in place since we established the network in 2015.

- We have created a new manager role of Customer Liaison Manager who will ensure a standard approach is taken to handling Customer Feedback, including how we implement learning from feedback.

These initiatives will address the following areas where we scored low:

- **My Director and Assistant Director lead by example**
- **I trust my Director and Assistant Director to be open and honest**

5.3 CULTURE

CULTURE		Target	Actual
		Apr 17	Jan 18
The way we will do things around here to be at our best	Employee engagement levels	64%	67%
	Employee views on how well the Council manages change	45%	45%
	Employee advocacy of our organisation	64%	67%

We have supported culture change in 2017 through introducing an appreciative enquiry approach – capturing change, facilitating new ways of working and highlighting success stories from across the organisation. During 2018, we will:

- Bring the words in the People Strategy to life. We will tell more stories to support the culture statements and bringing them to life in more engaging formats – e.g. videos, storyboards, articles, pictures; which illustrate positive, future orientated behaviour in line with the description of current and future culture.
- Engage the workforce more directly by instigating a series of ‘TLC’ conversations across the council. These will be called our culture conversations. The conversations began at December’s Team Plymouth event and they will be piloted by our Management Fundamentals graduates.
- Ensure that our customer experience plays into all the conversations we have about culture. Citizens are our customers and customers are at the heart of everything we do.
- We need to understand why morale is low in some areas of the Council whilst engagement levels continue to increase. Managers will lead on these conversations with their teams.

These initiatives will address the following areas where we scored low:

- **I trust my Director and Assistant Director to be open and honest.**
- **My Director and Assistant Director lead by example.**
- **Morale is good where I work.**
- **My team uses customer feedback to improve our service.**
- **My team works well with others to provide joined up services.**

6 BENCHMARKING

6.1 COMMUNICATIONS

In this area we scored highly, but lower than our external benchmarking. We have initiatives in place to improve our internal communications and continue to seek feedback from staff on the effectiveness of these initiatives:

- Staff News is produced weekly to share successes and key information across the Council
- Tracey's Team Talk is shared each month where Tracey discusses corporate priorities and recognises key achievements. Managers are asked to share the Team Talk video with their teams and lead a discussion on the content, feeding information back as required.
- We ran nine 'Tea with Tracey' events between 21 December 2016 and 9 November 2017, with 91 staff attending from across the organisation. In 2018 we are continuing to enable staff to engage with senior management through the 'Tea with Tracey' events, increasing the reach out to staff in other offices and depots such as Weston Mill, Central Library, and Midland House
- Back to the Floor events where our Chief Executive visits areas of the business to hear about important issues for staff members.
- We ensure that all our major programmes of work that impact on staff such as joint working with Torbay, Elections, CQC inspection, Pathway to Shared Services, Staff Survey and the Senior Management Restructure are supported by planned internal communications using all our channels
- We update Staff Room frequently with stories of our staff's success and important announcements
- We support the Annual Star Awards and the other service awards – encouraging nominations, creating materials including video content and sharing the winners celebrating
- We provide video content celebrating our staff at work which is used in Team Talk, on staff channels, at Team Plymouth and key events
- We will be working with managers through the Team Plymouth group to improve their communication and engagement skills
- Many service areas hold team huddles and engage with the workforce in many new ways, for example;
 - HROD and Transformation and Place have regular huddles with Directors,
 - Street Scene and Waste have implemented an engagement framework which ensures that key messages are cascaded down to the whole workforce each month, including all frontline workers being given the opportunity to see Tracey's Team Talk during crew visits.
- All areas hold regular one to one meetings with employees and their teams.

7 IN SUMMARY

Our People Strategy provides a framework for the Council to improve engagement of the workforce through the themes of Talent, Leadership and Culture (TLC). Over the coming weeks and months Service Directors will lead conversations with their teams about what the department Staff Survey results mean, and how working together they can improve things. The HR and OD department will continue to implement the People Strategy plan during 2018 and beyond.

APPENDIX A: Full Results