

PLYMOUTH CITY COUNCIL

Subject: Staff Survey 2018
Committee: Performance, Finance and Customer Focus Overview Scrutiny Committee
Date: 13th February 2019
Cabinet Member: Councillor Peter Smith (Deputy Leader)
CMT Member: Andy Ralphs Strategic Director of Customer and Corporate Services
Author: Alison Mills
Contact details 01752 307865
Ref: The View from you – Staff Survey 2018
Key Decision: No
Part: I

Purpose of the report:

To provide an overview of the results from the Staff Survey 2018, when employees are asked to complete an online questionnaire or paper questionnaire anonymously.

Corporate Plan

In order for the council to achieve its vision in the Corporate Plan, we need a motivated, skilled and engaged workforce. Our People Strategy supports this vision through the workforce themes of Talent, Leadership and Culture.

The staff survey helps us to measure our progress and therefore informs and measures the progress of the People Strategy on an ongoing basis.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

No specific capital or revenue implications have been identified at this time.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

No further implications have been identified.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No

Recommendations and Reasons for recommended action:

To note the contents of the report.

Alternative options considered and rejected:

N/A

Published work / information:

N/A

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

Sign off:

Fin		Leg	3050 8/01 /2	Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member Andy Ralphs													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

1. INTRODUCTION

Since 2010 we have run an annual staff survey to ask employees their views on working for the Council. During three weeks in November and December 2018, employees were asked to respond anonymously to an online questionnaire with 40 questions across 9 categories. The 9 categories are:

- My Job
- My Customer (new section for 2018 following the peer review)
- My Career
- My Employer, the Council
- My Team
- My Line Manager
- Senior Managers
- The Council
- Equality and Diversity

For staff without computer access at work, paper copies were made available either via their line manager, direct staff engagement, or posted to their home address.

The results from the 2018 staff survey have also been considered alongside the staff Wellbeing and Resilience survey and recommendations and proposed actions have been aligned where appropriate.

2. SURVEY HEADLINES

This year the neutral response option was removed from the survey. This means that staff could only be either positive or negative in their responses. This clarity enables managers to more effectively action plan their responses to the results in their areas.

54%

(1343 people had their say)

This year there was a drop in the overall response rate, returning it to the same level as the 2016 survey and the approximate average rate since the survey began in 2010.

The response rate from staff with computer access was 62%, from staff without computer access it was 23%

Employee engagement (the commitment and enthusiasm employees have for their work at the Council) based on 12 questions within survey. Last year our engagement index was 67%.

82%

An increase of 15% and the highest level since we launched the survey in 2010.

These are very positive findings, especially as 2018 was a challenging year for the Council's workforce, with many service areas undergoing transformational change. The percentage of positive responses to every question increased at the overall Council level since last year. The question regarding the use of customer feedback to improve our service showed the biggest improvement with the results going up to 82% (an increase of 29%).

Trust in, and leading by example, of Strategic Directors and Service Directors showed some of the most significant increases, both improving by 26%

The highest scoring responses to the survey show that our workforce remains committed to delivering their best and supporting the Council to achieve its goals. Staff were asked about knowing who their customers are and sharing best practice with colleagues. Both questions received exceptionally high positive feedback of 96% and 98% respectively.

3. 2017 COUNCIL RESULTS

3.1 SUMMARY RESULTS (scores out of 100):

CATEGORY	Plymouth City Council Results %	Change Since 2017 %
My Job	80	+13
My Customer	88	n/a
My Career	68	+18
My Employer, the Council	77	+17
My Team	89	+28
My Line Manager	82	+13
Senior Managers	73	+31
The Council	85	+8
Equality and Diversity	87	+11

Note: the benchmarking (showing the movement from last year's responses) has been included in the results, however with the removal of a response option this is for information only.

We have seen an overall improvement in the responses to every question. The average increase across all questions is 16%, with the highest increase 29% and the lowest increase 8%.

3.3 HIGHS AND LOWS

Highest scoring questions:	%
I know who my customers are (new question for 2018 following the peer review)	98
I want to help the Council achieve its goals (+8 from last year)	97
I share best practice with my colleagues (new question for 2018 based on feedback from CMT)	96

Biggest increases since 2017 survey:	%
My team uses customer / client feedback to improve our service (the biggest decrease in 2017)	+29 (now 82)
I trust my Strategic Director and Service Director to be open and honest (one of the three lowest scoring questions in 2017)	+26 (now 67)
My Strategic Director and Service Director lead by example (one of the three lowest scoring questions in 2017)	+26 (now 69)
The Council is a good employer	+25 (now 88)

Lowest scoring questions:	%
I have career and job opportunities at the Council	55 (+20)
I am able to share my views before changes are made which affect my job	64 (+19)
I am satisfied that my pay level is appropriate for my role	66 (+22)
I trust my Strategic Director and Service Director to be open and honest	67 (+26)
I am happy with my working environment	68 (+11)
My Strategic Director and Service Director lead by example	69 (+26)
I get the development or training I need to do my job well	69 (+21)
I feel valued for the work I do	69 (+14)

4. 2018 DIRECTORATE RESULTS

	Executive Office %	ODPH %	People %	Children's Services %	Place %	Customer and Corporate Services %	Finance %
RESPONSE RATE	61.18	76.09	61.70	38.62	51.31	87.38	51.91
ENGAGEMENT	86	82	84	83	85	77	79
My Job	83	79	80	83	80	78	78
My Customer	90	82	85	89	88	90	88
My Career	61	72	68	69	71	65	65
My Employer, the Council	80	78	77	77	82	69	79
My Team	94	84	88	91	88	90	84
My Line Manager	87	93	83	81	81	77	84
Senior Managers	81	82	85	76	77	58	61
The Council	90	85	86	87	89	81	79
Equality and Diversity	92	85	88	87	88	85	87

Response rate colour
70 plus - green
50 to 70 - amber
Below 50 - red

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.

We are now developing a People Plan to underpin the strategy and support the transformation of the council in forthcoming years.

Interventions and impact:

5.1 TALENT

“we will attract and retain talented people and develop their strengths”

	Target Apr 18	Actual Dec 18
Apprenticeships as a percentage of our workforce	2.3%	2.03% ¹
External Hires as a percentage of roles we fill	50%	63%
Percentage of the organisation covered by a workforce plan	100%	85%

Identifying and developing our talent is essential.

- We have 54 new apprentices so far in 2018/19 and are on track to recruit the number required to meet (or exceed) the target of 2.3% of the workforce this year. We have appointed an Apprenticeship Talent Advisor to deliver our Apprenticeship strategy and ensure we maximise our use of the levy.
- In 2018 we embedded career aspirations and development as part of our annual performance conversations and integrated into regular performance discussions so all staff have the opportunity to discuss their career goals with their line manager.
- The development of Strategic workforce plans for each service area was a priority activity in 2018, encouraging service areas to identify key hard to fill roles and succession planning.
- We have increased our Graduate opportunities through the number of our higher level apprentices. We currently have 10 staff, funded by the Levy, who are working through the higher level apprenticeship programme. (Degree and Masters level).

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

- **I have career or job opportunities in the Council.**
- **I get the development or training I need to do my job well.**

¹ 2.3% is the end of year target, currently exceeding the monthly target.

5.2 LEADERSHIP

“our leaders will be confident, inspiring and role model our values”

	Target Apr 18	Actual Dec 18
Employee satisfaction with managers	65%	82%
Employee satisfaction with senior leaders	40%	73%
% of managers who have had recent targeted development	50%	81.5% ²

■ Management Fundamentals Programme has now been rolled out to 135 delegates since it was first launched in 2017. In 2018, 45 staff from Phase 3 completed their formal learning on the seven month programme in July. The programme is structured around five core modules which cover a range of essential management skills, knowledge and behaviour including Being an authentic manager; Managing in Plymouth; Influencing with integrity; Emotionally Intelligent teams; and Managing and motivating through change. As a result of participating, 94% of Phase 3 delegates agreed that their management skills have improved, and 96% agreed that their management behaviours have improved.

■ We launched a Manager’s Driving Licence for all existing and aspiring managers in January 2018. The aim of the Managers Driving Licence is to ensure all our leaders are confident, inspiring and role models for our values and is an interactive, online development and reference tool, designed to support new, existing and aspiring managers to understand and achieve our business objectives. As of the end of 2018, 81.5% of our managers had completed the elearning. We’ll continue to monitor the effectiveness of this programme with regular reviews.

■ Team Plymouth continues to be an excellent opportunity for senior leaders and managers to work together to provide joined up services. The quarterly events are co-ordinated by the Organisational Development Team and this will continue in 2019, with the introduction of a year-long development plan to maximise the return on investment of this forum, as well as opportunities to take a collegiate approach to specific topics and issues.

■ Multi Agency Coaching Network. We currently have 74 registered coaches from across 7 different agencies - Plymouth City Council; Devon County Council; Health Education England; Livewell South West; North, East and West Devon CCG; Plymouth Hospitals NHS Trust; and Somerset County Council. There are currently 17 active coaching arrangements and a total of 116 arrangements have been in place since we established the network in 2015. In 2018, member agencies held four panel meetings and arranged three peer coaching supervision sessions for registered coaches.

² Manager’s Driving Licence completion stats

5.3 CULTURE

“the way we will do things around here to be at our best”

	Target Apr 18	Actual Dec 18
Employee engagement levels	70%	82%
Employee views on how well the Council manages change	45%	64%
Employee advocacy of our organisation	64%	86%

- 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.
- **Communications**
- Effective communications continue to be key tool we've used to improve staff engagement. Having good internal communication is critical in helping to support the Council in achieving its corporate objectives, particularly the Corporate Plan, the People Strategy and the Way We Work programme.
- Although the results are not directly comparable to last year's survey, due to the removal of the neutral response option, we are pleased to see the communications used have supported the increase in staff engagement and support our work on culture. Our dedicated internal communications advisor continues to work closely on improving communications across the organisation. 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. In 2018 28% of employees, with access to email, opened the email. This is better than the 19% of emails opened in 2017 and it is believed this trend will continue this year.
 - 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. 75% of staff say they have regular access to Team Talk.
 - We ran six 'Tea with Tracey' events in 2018 with, with 61 staff attending from across the organisation covering different areas away from the corporate centre including Chelson Meadow, Weston Mill Cemetery and Crematorium, along with specific groups such as Council Apprentices and managers / aspiring managers on the Management Fundamentals programme.
 - Back to the Floor events where Chief Executive Tracey Lee visits areas of the business to hear about important issues for staff members continue and are now so popular there is a waiting list
 - We ensure that all our major programmes of work that impact on staff such as the Way We Work programme, Elections, Ofsted inspection, Staff Survey and changes to Senior Management are supported by planned internal communications using all our channels
 - We update Staff Room frequently with key corporate messages 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 also share, where appropriate, these videos externally with residents.
- We continue to work with managers through the Team Plymouth group to improve their communication and engagement skills

One of the biggest challenges we continue to face is around 450 of the Council's employees are not directly able to receive email or intranet based communications. The rollout of mobile technology through The Way We Work project has helped this situation. However there remains the reliance on managers and team leaders to cascade information.

6 SUMMARY & NEXT STEPS

Our People Strategy provides a framework for the Council to improve engagement of the workforce through the themes of Talent, Leadership and Culture (TLC). This strategy has been reviewed and our People Plan is being developed to underpin it. Service Directors will lead conversations with their teams about what the department Staff Survey results mean, and how working together they can improve things. Each service area will produce their own action plans with staff by 31st March 2019. These plans will incorporate the themes that have come out of the Health and Resilience Survey, the Safety Climate survey and our sickness statistics around:-

- Work demands (particularly working intensively)
- Relationships (both internal and external) and
- Musculoskeletal impairment

The HR and OD department will continue to implement the People Strategy plan during 2019.

Corporately, the Strategic Director for Customer & Corporate Services will determine the priorities for the People Plan to support delivery of the councils' strategic programmes including the Customer Experience and The Way We Work. These will only be achieved through our most important asset – OUR PEOPLE

APPENDIX A: Staff Survey overview 2018