
Report to: Council

Date of Meeting: 21 February 2019

Subject: Employee Voice

Report by: Strategic Director (Partnership & Performance)

1.0 Purpose

- 1.1. To provide Council with details of the 2018 Staff Survey, highlighting the key themes and actions arising from the report supplied by independent researchers.

2.0 Recommendations

- 2.1. Council is asked to note the report, and work currently underway to address identified areas of development.

3.0 Considerations

- 3.1. Clackmannanshire Council undertook its 2018 Staff Survey over 4 weeks in October 2018. In total, 912 responses were received, giving a statistically valid response rate of 34%.
- 3.2. In preparation for the survey, officers undertook a significant amount of preparatory work. Managers at all levels were offered briefing sessions on our survey approach, and were provided with FAQs, toolbox talk scripts, and a promotional materials pack for their individual areas.
- 3.3. Additionally, pre-survey promotional materials were circulated at every Council location, with advertisements distributed and refreshed weekly during the surveying period. Officers also distributed c900 paper copies of the survey, including pre-paid envelopes, to all Council locations and to those on long term sick or maternity leave.
- 3.4. The survey report (attached at **Appendix A**), provides detail on the engagement levels of our employees, both at an organisational and unitary level. Due to the ongoing redesign of the Council at the time the survey was undertaken, results are presented in 'Service areas' rather than Portfolios.
- 3.5. The survey focusses on 5 key thematic areas – employee voice, engaging managers, health & wellbeing, integrity, and leadership.

- 3.6. As a means to gauging staff engagement at an organisational level, officers in conjunction with our independent researchers defined an aggregated staff engagement index, consisting of key statements from the survey which best represent the Council's vision and values, as expressed through the Corporate Plan 2018-22. For 2018, the overall staff engagement level for the organisation sits at 62.5%.
- 3.7. Key to the success of this survey is the ongoing commitment from the Council's Strategic Leadership Group to not just engage with staff, but empower them to take ownership of these results and help develop and improve the organisation across the five key themes.
- 3.8. In conjunction with Trade Union colleagues, a short life working group was established on 21 January, consisting of 3 Trade Union representatives, and 9 staff representatives. This group has been tasked with critically assessing the survey results and defining what specific and measurable actions are required to develop our organisation moving forward.
- 3.9. As part of the Working Groups remit, members have been asked to look at each of the 5 survey themes, with an emphasis placed on a number of key development areas, a high level overview of which is provided at **Appendix B**.
- 3.10. As part of the working groups Terms of Reference, any identified actions or areas for development will be included as part of the Council's forthcoming Workforce Plan. This ensures that identified actions are integrated as part of the Council's strategic framework, and can be updated, reviewed, and reported on as necessary.

4.0 Sustainability Implications

- 4.1. None.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report.

Yes

5.4. Staffing

- 5.5. None.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
Our families; children and young people will have the best possible start in life
Women and girls will be confident and aspirational, and achieve their full potential
Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

None.

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

APPENDIX A: 2018 Staff Survey report

APPENDIX B: Staff Survey – high level development themes

11.0 Background Papers


11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

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Clackmannanshire Council

Staff Experience Survey 2018

Lead author: Chris Thornton
January 2019



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Clackmannanshire Council

Staff Survey 2018

Key messages

Employee feedback is particularly positive on their line managers, their team, clarity of their goals and objectives, and getting a sense of achievement from their work.

Employees are less positive about senior managers, learning and development, performance management, and their health and wellbeing.

Survey results indicate that engagement is strongest for Education, HSCP and Resources & Governance employees.

This report presents results from a recent survey of all Clackmannanshire Council employees. Results are based on 912 responses, a response rate of 34% (the highest achieved in the last 5 surveys).

Survey Themes

The survey asked employees for their views across five broad themes: Employee Voice, Engaging Managers, Health and Wellbeing, Integrity, and Leadership.

Employees are positive on most aspects of their working lives. Views are most positive about their **line managers, team, and clarity of their goals and objectives**:

- ❖ 78% feel their line manager is approachable
- ❖ 75% are clear on their goals and objectives
- ❖ 74% are treated with respect by their team
- ❖ 72% feel their team works well together
- ❖ 71% feel safe at work

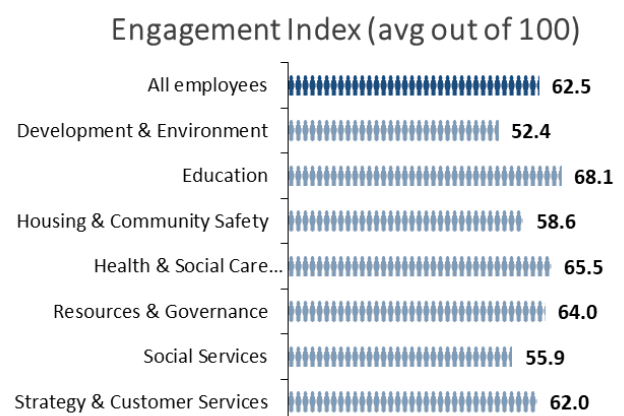
Employees are also generally clear on how they contribute to the Council's goals (67%), and get a sense of achievement from their work (64%). Around two thirds would recommend their team as a good place to work (65%).

Employees are less positive about some other aspects of their work. This is most notable in relation to **senior managers, learning and development, performance management, and their health and wellbeing**:

- ❖ 44% feel senior managers are not sufficiently visible
- ❖ 41% do not have confidence in senior managers' decisions
- ❖ 34% are not confident that performance is managed well within the Council
- ❖ 39% feel they are not given time to invest in their learning and development

Employee Engagement

An engagement score was calculated as an indication of individuals' level of engagement with the Council as an employer. This indicates that engagement is strong across the Council, particularly for Education, HSCP and Resources & Governance employees. Results suggest that ensuring employees feel their ideas are acted upon, receive useful feedback on their work, and have confidence in the Council's performance management would have the most positive impact on employee engagement.



INTRODUCTION

1. This report presents results from a survey of Clackmannanshire Council employees conducted in autumn 2018.

Survey approach

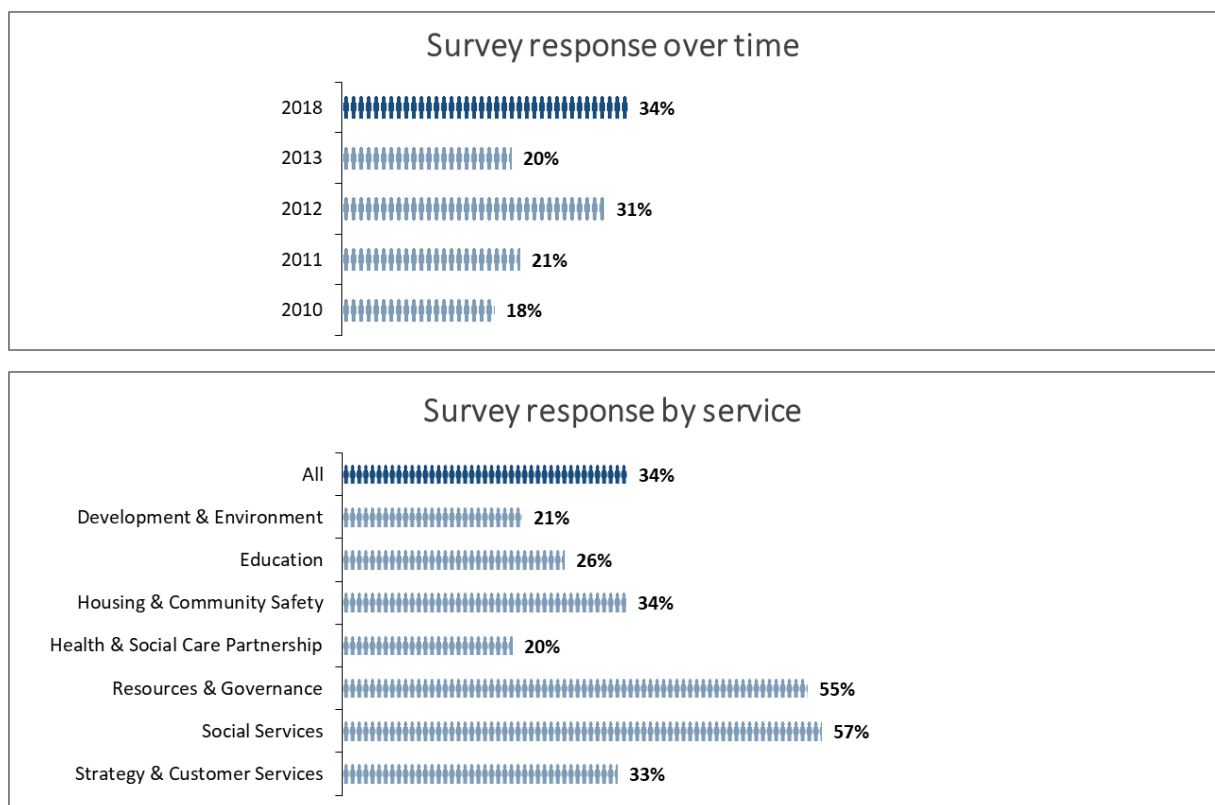
2. This is the fifth Council-wide employee survey since 2010, and the first since 2013 (with previous surveys conducted in 2012, 2011 and 2010).
3. The survey sought to measure employees' views across a range of issues affecting their work and working environment. Survey content was refreshed for the 2018 survey, with employees asked to indicate the extent to which they agree or disagree with a series of statements under five broad themes.¹ These themes were selected by the Council's Senior Management Team to reflect key principles of the Council's Corporate Plan, vision, and the ongoing transformation programme:
 - ❖ Employee Voice;
 - ❖ Engaging Managers;
 - ❖ Health and Wellbeing;
 - ❖ Integrity; and
 - ❖ Leadership.
4. The survey was administered through a combined web-based and postal survey approach. The Council distributed all postal survey packs and emails in September 2018, with the survey closing on 31 October 2018. All survey responses were returned direct to Craigforth to ensure confidentiality, using reply paid envelopes for direct return of postal surveys, and Craigforth's survey platform for web responses. Survey materials made clear that the Council did not have sight of any individual responses or information on which employees had/had not responded to the survey, and that reporting would avoid disclosure of any individual's views.
5. Survey fieldwork was designed to maximise accessibility; all employees had the option to respond via the websurvey or request a hard copy questionnaire, or to complete the survey by phone with a member of Craigforth's research team. The Council also held Manager Briefing Sessions, and provided communications materials to all Council sites in order to increase visibility of the survey.

¹ The refreshment of survey content means that it is not possible to draw direct comparison with previous survey results.

Survey response and robustness

6. Against the 2017 survey packs issued to Council employees, a total of 912 responses were received - equivalent to an overall response rate of 34%. This is a strong response for a survey of this kind, and is the highest achieved across the last five employee surveys (response ranged from 18% and 31% between 2010 and 2013).
7. As Figure 1 shows, survey response rates varied across Council services. Response was strongest for Social Services and Resources & Governance employees (response rates of 57% and 55% respectively), and was lower for Health & Social Care Partnership and Development & Environment employees (20% and 21%). This variation in survey response is not unusual for employee surveys, and is likely to reflect in part the impact of varying working environments. Survey responses were weighted against the service profile of all Clackmannanshire Council employees prior to analysis to minimise the impact of any response bias.

Figure 1: Survey response



8. More important than the percentage response rate, the volume of survey responses is sufficient to produce highly robust survey results. Confidence intervals are the standard means of expressing the extent to which we can be sure that survey results are representative of the wider population (in this case all Council employees). The overall confidence interval for the survey is $\pm 3.2\%$. As an example this means that if 50% of survey respondents would recommend the Council as a good place to work, we can be 95% confident that the true value lies between 46.8% and 53.2%.

9. The survey can also support more detailed survey analysis across the seven Council services. However, it should be noted that the robustness of findings at this level varies dependent on the volume of responses. As Figure 2 below shows, confidence intervals are in excess of $\pm 10\%$ for all but one service, meaning that a difference of more than 20% is required across services for this to be statistically significant. The volume of Education service responses is sufficient to support more robust analysis, with a confidence interval of $\pm 5.0\%$.

Figure 2: Survey 95% confidence intervals

Service	Number of responses	95% Confidence Interval
All respondents	912	$\pm 3.2\%$
Development & Environment	81	$\pm 10.9\%$
Education	381	$\pm 5.0\%$
Housing & Community Safety	81	$\pm 10.9\%$
Health & Social Care Partnership	47	$\pm 14.3\%$
Resources & Governance	49	$\pm 14.0\%$
Social Services	76	$\pm 11.2\%$
Strategy & Customer Services	58	$\pm 12.9\%$
Prefer not to say/no response	139	-

10. Figure 3 over the page presents an overview of the profile of survey respondents, in terms of service area, working environment and length of employment. It should be noted that this profile is based on respondents' self-reporting.

Figure 3: Profile of survey respondents

Service	Number	% of respondents
Development & Environment...	81	9%
Environment	28	3%
Planning & Economic Development	8	1%
Regulatory Services	12	1%
Roads	10	1%
Prefer not to say	23	3%
Education...	381	42%
Alloa Learning Community	128	14%
Alva Learning Community	65	7%
Lornhill Learning Community	82	9%
Crossing Patrols & Escorts	18	2%
Prefer not to say	88	10%
Housing & Community Safety...	81	9%
Housing	50	5%
Revenues & Strategy	16	2%
Prefer not to say	15	2%
Health & Social Care Partnership	47	5%
Resources & Governance...	49	5%
Accountancy	8	1%
Governance	20	2%
IT	4	0.4%
Prefer not to say	17	2%

Service	Number	% of respondents
Social Services...	76	8%
Child Care	33	4%
Criminal Justice	6	1%
Strategy	3	0.3%
Prefer not to say	34	4%
Strategy & Customer Services...	58	6%
Business Support	20	2%
Customer Services	18	2%
Strategy & Performance	7	1%
Prefer not to say	13	1%
Prefer not to say/no response	139	15%

Working environment	Number	% of respondents
An office	345	38%
A school	337	37%
A depot	10	1%
A leisure facility (including libraries, etc)	13	1%
Outdoors	18	2%
Driving a vehicle	8	1%
Visiting people's homes	28	3%
Prefer not to say/No response	153	17%

Time with Council	Number	% of respondents
Less than 1 year	41	4%
1-4 years	156	17%
5-9 years	126	14%
10-19 years	261	29%
20+ years	177	19%
Prefer not to say/No response	151	17%

Time in current position	Number	% of respondents
Less than 1 year	86	9%
1-4 years	218	24%
5-9 years	160	18%
10-19 years	187	21%
20+ years	69	8%
Prefer not to say/No response	192	21%

This report

11. The remainder of this report sets out key findings across the five survey themes. All questions have been cross-tabulated across a range of respondent subgroups, including service. We highlight significant variation, based on 95% confidence intervals.
12. We have also used 5 of the 25 survey statements to produce an 'Engagement Index' score for each employee, to reflect their level of engagement and commitment to the Council as an employer. These scores are discussed later in this report under 'Employee Engagement'.
13. The report also presents 'net' agreement scores for statements. These represent the balance between positive ('strongly agree' or 'agree') and negative ('strongly disagree' or 'disagree') responses, where a higher net score indicates stronger agreement with a statement.
14. We round percentages up or down to the nearest whole number; for some questions this means that percentages may not sum to 100%. Similarly, aggregate figures presented in the text (e.g. the percentage of 'strongly agree' and 'agree' responses) may not sum to results presented in figures and tables.

SURVEY THEMES

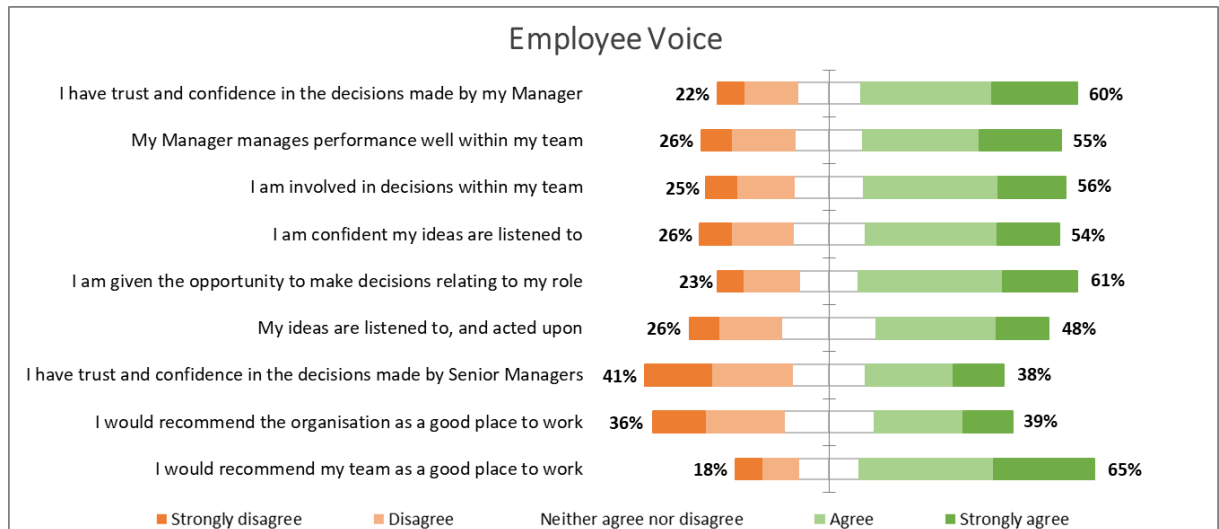
15. As noted in the previous section, the survey asked employees to indicate the extent to which they agree or disagree with a series of statements across the following five themes:
- ❖ Employee Voice;
 - ❖ Engaging Managers;
 - ❖ Health and Wellbeing;
 - ❖ Integrity; and
 - ❖ Leadership.
16. In this section, we set out key findings in relation to each of these themes in turn.

Employee Voice

17. The survey first asked employees to consider a series of nine statements under the theme of 'Employee Voice'. As Figure 4 over the page shows, employees are positive in their views on most aspects of this theme, with more than half of employees agreeing with six of the nine statements.
18. Views are most positive in relation to employees recommending their team as a good place to work, making decisions about their role, and having confidence in their manager's decision making:
- ❖ "I would recommend my team as a good place to work" - 65% agree, a net agreement score of +48%.
 - ❖ "I am given the opportunity to make decisions relating to my role" - 61% agree, net of +38%.
 - ❖ "I have trust and confidence in the decisions made by my Manager" - 60% agree, net of +38%.
19. Employees are also generally positive about being involved in decisions within their team, their ideas being listened to, and performance management within their team. However, it should be noted that around a quarter of respondents gave a negative response on these aspects of 'Employee Voice':
- ❖ "I am involved in decisions within my team" - 56% agree, net of +32%.
 - ❖ "My Manager manages performance well within my team" - 55% agree, net of +29%.
 - ❖ "I am confident my ideas are listened to" - 54% agree, net of +28%.
 - ❖ "My ideas are listened to, and acted upon" - 45% agree, net of +22%.

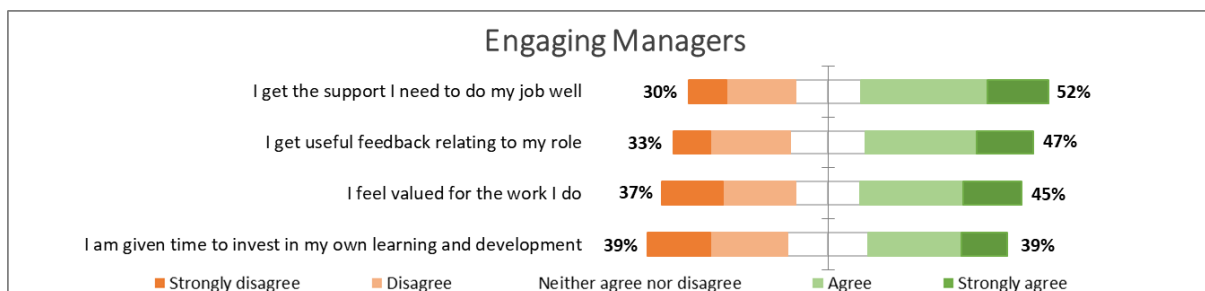
20. Employees are more divided in their views on decisions made by Senior Managers, and recommending the Council as a good place to work. Around 2 in 5 employees indicated that they have confidence in Senior Managers’ decisions (38%) and would recommend the Council as a good place to work (39%). However, a similar proportion disagreed with these statements (41% and 36% respectively). It is notable that employees were significantly more likely to recommend their own team as a good place to work (65% would do so), than the Council as an organisation (39%).

Figure 4: Employee Voice staff views



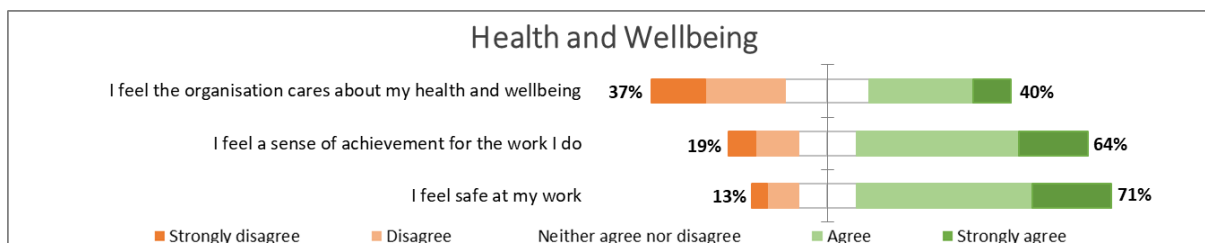
Engaging Managers

21. The survey asked employees to consider four statements under the theme of ‘Engaging Managers’. As Figure 5 over the page shows, employees are generally positive on these statements, although views are divided on some aspects of ‘Engaging Managers’.
22. Views are most positive in relation to employees getting the support they need to do their job well. Half of employees agree that they get the support they need (52%), but there remains nearly a third who disagree (30%, a net agreement score of +22%). Employees are also generally positive about getting feedback on their role with 47% agreeing that they receive useful feedback, although again a substantial proportion disagree (33%, net of +14%).
23. Employees are more divided in relation to feeling valued for their work, and being given time for their own development. A substantial proportion of employees feel valued for the work they do and are given time to invest in their own learning and development (45% and 39% respectively). However, a similar proportion disagree (37% and 39% respectively), giving net agreement scores of +8% and 0%.

Figure 5: Engaging Managers staff views

Health and Wellbeing

24. The survey asked employees to consider three statements in relation to 'Health and Wellbeing'.
25. As Figure 6 shows, employees are most positive in relation to feeling a sense of achievement for their work and feeling safe at work. The majority of employees feel a sense of achievement and feel safe in their work (64% and 71% respectively), and a relatively small minority disagree (19% and 13%, net scores of +45% and +58%).
26. Views are less positive on the extent to which the Council cares about their health and wellbeing. Two in five employees feel that the Council does care about this (40%), but a similar proportion disagree (37%) giving a net agreement score of just +2%.

Figure 6: Health and Wellbeing staff views

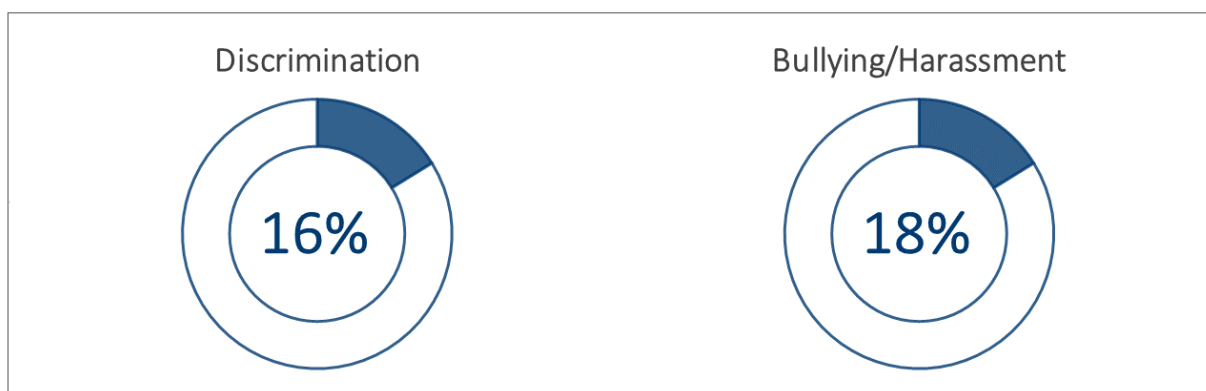
27. The survey also asked employees whether they had experienced any discrimination, bullying and/or harassment in work over the last 12 months.
28. As Figure 7 over the page indicates, 16% of employees have experienced discrimination in work in the last 12 months, and 18% have experienced bullying or harassment. This compares to 10% of Scottish Government employees who had experienced discrimination, and 9% who had experienced bullying or harassment.²

² Civil Service People Survey 2017 – Scottish Government.

<https://www2.gov.scot/Topics/Research/by-topic/public-services-and-gvt/Employee-Survey/Scottish-Government-People-Survey-2017>

29. There is some overlap between these groups; a total of 25% of employees have experienced discrimination and/or bullying/harassment, including 10% who have experienced both.

Figure 7: Experience of discrimination and bullying/harassment in last 12 months



30. The minority of employees who had experienced discrimination and/or bullying/harassment were asked for more detail on this. These responses indicate that:
- ❖ Employees are most likely to experience discrimination on the basis of their grade, pay band or responsibility level (44% of those who had experienced discrimination). Employees also mentioned experiencing discrimination related to their working pattern (21%), age (16%) and gender (12%).
 - ❖ Employees are most likely to experience bullying or harassment from their manager (38% of those who had experienced bullying/ or arassment) or a colleague (31%). Employees also mentioned bullying or harassment from a member of the public (19%) and another manager in their service (15%).

Integrity

31. In relation to 'Integrity', the survey asked employees to consider four statements. As Figure 8 over the page shows, employees are positive in their views on most aspects of this theme.
32. Employees are particularly positive about the extent to which they are treated with dignity and respect within their team (74% agree, a net agreement score of +64%) and their team working well together (72% agree, net of +58%). Employees also generally agree that everyone in their team is treated fairly and consistently; 57% agree and 26% disagree, net of +32%.
33. Views are more divided on management of performance within the Council. Two in five employees are confident that performance is managed well within the Council (40%), but around a third disagree with this (34%, net of +5%).

Figure 8: Integrity staff views



Leadership

- 34. The final survey theme asked employees to consider five statements relating to ‘Leadership’. As Figure 9 shows, employees are positive in their views on most aspects of the theme.
- 35. Employees are most positive about their line manager being approachable, being clear about their goals and objectives and how these contribute to the Council’s goals. More than three quarters of employees feel that their line manager is approachable (78%, a net agreement score of +67%), and a similar proportion are clear about their goals and objectives (75%, net of +65%). Moreover, around two thirds of employees are clear on how they contribute to the Council’s goals (67%, net of +52%).
- 36. Employees also generally feel that they get the information they need to do their job well (54% agree), although there remains around a quarter who feel they do not get the information and updates they need (26%, net of +32%).
- 37. Views are least positive in relation to the visibility of senior managers. Around 2 in 5 employees feel that senior managers across the Council are sufficiently visible (38%), but 44% disagree (net of -6%).

Figure 9: Leadership staff views



Variation across services

38. As is noted earlier in this report, the number of survey respondents across some services means that relatively large differences in results are required for these to be considered statistically significant. Figure 10 over the page highlights the statements where survey results show statistically significant differences in results across services.
39. This indicates that Education employees, and to a lesser extent Health & Social Care Partnership (HSCP) and Resources & Governance employees, are generally more positive than those across other services. For example, Education employees are more positive than most other services in relation to 18 of the 25 statements. In contrast, Social Services and Development & Environment employees are typically less positive than those across other services (in relation to 16 of the 25 statements for Social Services employees).
40. In terms of the five survey themes, responses indicate that:
- ❖ Education employees are typically more positive than others in relation to Employee Voice, Engaging Managers and Integrity.
 - ❖ HSCP employees are typically more positive than others in relation to Health and Wellbeing, and Leadership.
 - ❖ Resources & Governance employees are typically more positive than others in relation to Employee Voice.
 - ❖ Social Services employees are typically less positive than others in relation to Employee Voice, Engaging Managers, Health & Wellbeing, and Integrity.
 - ❖ Development & Environment employees are typically less positive than others in relation to Employee Voice, Engaging Managers, Integrity and Leadership.

Figure 10: Significant differences in employee views across services

Employee Voice	Development & Environment	Education	Housing & Community Safety	HSCP	Resources & Governance	Social Services	Strategy & Customer Services
I have trust and confidence in the decisions made by my Manager		+				-	
My Manager manages performance well within my team		+				-	
I am involved in decisions within my team	-	+			+	-	
I am confident my ideas are listened to		+			+	-	
I am given the opportunity to make decisions relating to my role				-	+	-	
My ideas are listened to, and acted upon	-	+			+	-	
I have trust and confidence in the decisions made by Senior Managers	-	+		+		-	
I would recommend the organisation as a good place to work	-	+					
I would recommend my team as a good place to work	-	+					

Engaging Managers	Development & Environment	Education	Housing & Community Safety	HSCP	Resources & Governance	Social Services	Strategy & Customer Services
I get the support I need to do my job well		+				-	
I get useful feedback relating to my role	-	+				-	
I feel valued for the work I do	-	+					
I am given time to invest in my own learning and development		+			-		

 Significantly more likely to agree with statement

 Significantly less likely to agree with statement

Health and Wellbeing	Development & Environment	Education	Housing & Community Safety	HSCP	Resources & Governance	Social Services	Strategy & Customer Services
I feel the organisation cares about my health and wellbeing				+	+	-	
I feel a sense of achievement for the work I do							
I feel safe at my work				+		-	

Integrity	Development & Environment	Education	Housing & Community Safety	HSCP	Resources & Governance	Social Services	Strategy & Customer Services
I feel that I am treated with dignity and respect within my team	-	+				-	
My team works well together	-	+					
Within my team, everyone is treated fairly and consistently		+				-	+
I am confident performance is managed well within the organisation		+		+		-	

Leadership	Development & Environment	Education	Housing & Community Safety	HSCP	Resources & Governance	Social Services	Strategy & Customer Services
I am clear about how I contribute to the organisation's goals	-			+			
I am clear about my goals and objectives	-	+		+			
My line manager is approachable					+	-	+
I get the information and updates I need to do my job well		+		+		-	
Senior managers across the organisation are sufficiently visible	-			+			

 Significantly more likely to agree with statement

 Significantly less likely to agree with statement

Other comments

41. Employees were also given the opportunity to add any further comments about their experience as a Council employee. Around a third of survey respondents provided comments here, raising a broad range of issues.
42. These typically reflected the five themes around which the survey was structured, although comments under these themes also reflected other issues (most commonly the impact of resource constraints and organisational changes). Some used this as an opportunity to reflect positively on their employment, including a particular focus on the importance of positive working relationships with team members, and the level of support received from line managers. However, most of those providing written comments raised issues or concerns where they felt the Council could do better as an employer.
43. Below we summarise the key points raised through these comments.
 - ❖ Engaging Managers. Support from managers and employee learning and development were the most commonly raised issues across survey comments. It should be noted that a significant number of respondents reflected positively on the support they receive from their line manager, and highlighted the importance of this working relationship. However, a number of issues or concerns were raised. Some feel that they require more support from line managers, including suggestions of poor communication and a lack of clarity on management structures. Some also see a lack of consistency in management approach due to staff turnover and the (perceived) frequency of changes to management structures and resourcing in recent years. Some employees also feel that some managers need more development and support to build the capabilities required. This appears to reflect concerns regarding fair treatment of employees across some teams, and a broader view that managers' approach should take more account of the experience of frontline staff. Some employees also appear to feel under-appreciated, and this seems to be linked to significant increases in workload due to reduced resourcing.
 - ❖ Leadership. Issues relating to the leadership theme were also raised by a substantial number of those providing written comment. Some employees referred to the frequency of organisational change across the Council in recent years, and feel this has had a detrimental impact on employee morale and motivation. These concerns regarding the impact of changes on employees' working lives are also in the context of wider concerns that some changes have been detrimental to the quality of services. This included reference to specific examples of reduction in resourcing, and the move to shared services with Stirling Council. Some also feel that senior managers' decisions could take better account of employees' experience and knowledge, and could be better communicated to employees. This includes some who feel that Council leadership (senior managers and elected members) do not recognise the extent of pressure on line managers and frontline staff. This appeared to be a concern across a number of service areas, and included a perception that ill-health and

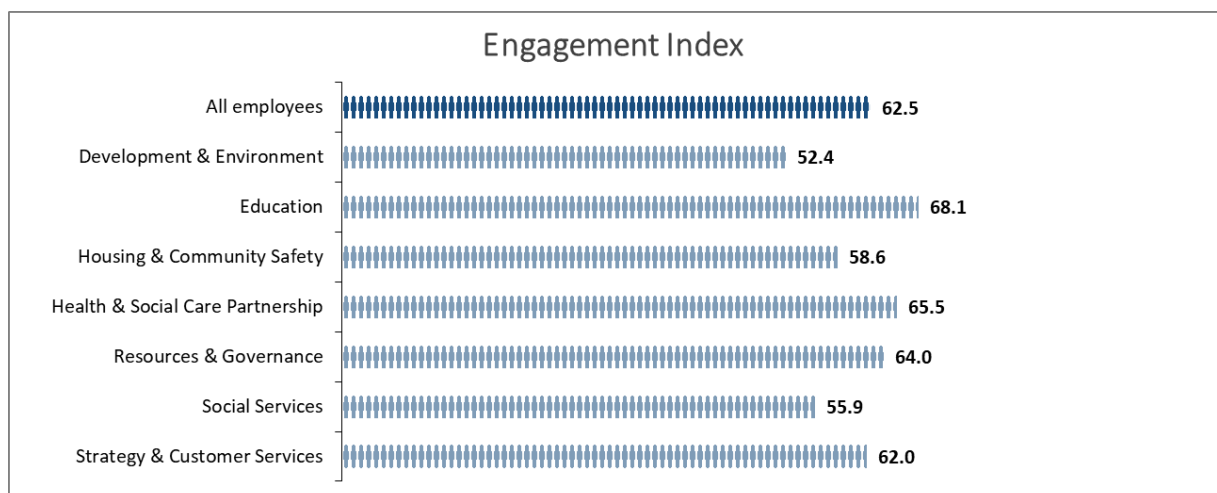
absence linked to stress have become more prevalent. Some feel that action is required across some teams to develop a more supportive culture and working environment.

- ❖ Health and Wellbeing. Stress was the most commonly raised issue around employees' health and wellbeing. This appears to be related primarily to workload pressures, although some also noted the negative impact of recent redundancies and loss of staff due to stress. A small number of employees are concerned that staffing reductions have led to employees working in potentially unsafe environments. Some also feel that engagement with those choosing to leave the Council could help to identify the support required by employees. This appears to reflect a view that more support is required to enable employees to maintain a healthy work-life balance. A small number of employees referred to having witnessed bullying and harassment of employees by colleagues and managers, and feel that a culture change is required across some teams.
- ❖ Employee Voice. Comments relating to employee voice most commonly reflect a view that the Council should make more use of employees' experience and expertise. For some employees this appears to be linked to concerns regarding the culture within their own team. However, most comments appear to reflect views that more 'bottom-up' consultation is required across the Council, and that decisions taken by Council leadership should take more account of employee voice – and recognise the impact of decisions for employees. These comments include specific reference to recent decisions which employees feel have had a detrimental impact on services, and which they feel did not take sufficient account of input from those providing services. Such comments are also linked to a wider view that better communication is required across services to ensure employees have a shared understanding of the Council's objectives, and are clear on the rationale for decisions affecting their working lives. In this context, some employees made specific reference to the dissemination of results from the present employee survey.
- ❖ Integrity. Relatively few employees used written comments to raise issues under the integrity theme. This may reflect the positive feedback from employees on working relationships within their team – several of those providing written comment differentiated between their experience within their team, and any wider concerns about the Council as an organisation and employer. However, some did raise concerns regarding how employees are treated within their team. These include concerns that some employees are not treated equally by colleagues and managers, and a small number suggesting that a failure to address issues within teams has had a negative impact on morale. Some employees also raised concerns regarding the management of performance within the Council, although these appear to be related to reductions in resourcing, rather than perceived organisational or management failings.

EMPLOYEE ENGAGEMENT

44. The previous section considered employees' views across a range of themes relating to their work and working environment. In addition to views on each theme, our survey analysis also calculated an aggregate 'Engagement Score' for each respondent, as an indication of individuals' level of engagement and commitment to the Council as an employer.
45. The Engagement Score is based on responses to five key statements which best reflect the Council's organisational values as set out in the Corporate Plan. The calculation is structured such that a service scores 0 if all respondents strongly disagree with all five statements, and scores 100 where all respondents strongly agree with all statements. These statements are:
- ❖ "I am given the opportunity to make decisions relating to my role".
 - ❖ "I feel valued for the work I do".
 - ❖ "I feel a sense of achievement for the work I do".
 - ❖ "I feel that I am treated with dignity and respect within my team"
 - ❖ "I am clear about how I contribute to the organisation's goals".
46. As figure 11 shows, the average Engagement Score across the Council as a whole is 62.5 out of 100. This is a positive overall finding, but the score is most useful as an indication of variation in employee attitudes across services. In this context, scores are strongest for Education, Health & Social Care Partnership and Resources & Governance employees (averages of 68.1, 65.5 and 64.0 respectively). Engagement scores are lowest for Development & Environment and Social Services employees (52.4 and 55.9 respectively).

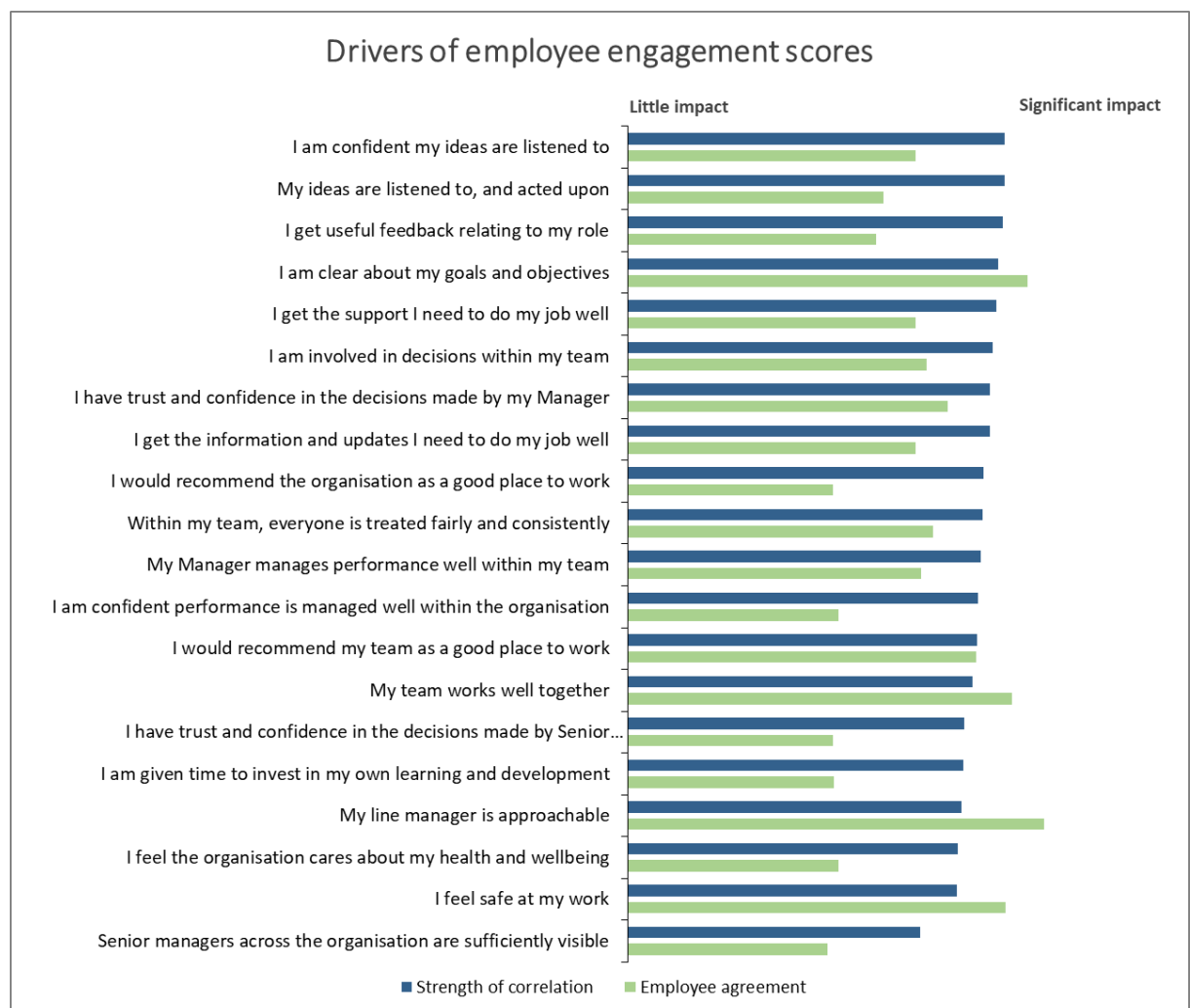
Figure 11: Engagement Score by service (average out of 100)



Key drivers of engagement

- 47. The survey shows some variation in employee engagement scores across service areas. However, survey data indicates that engagement scores are more sensitive to employee views on other aspects of their work.³
- 48. Figure 12 shows the extent to which employee views on specific survey statements have an impact on employee engagement scores. This indicates that engagement scores are affected by employee views across a broad range of employment related issues; employees feeling their ideas are listened to, getting feedback, being clear on their objectives and getting the support they need have a particularly significant impact on employee engagement.

Figure 12: Key Engagement Score drivers



³ Correlation analysis has been used to test the strength of the relationship between employee Engagement Scores, and views on specific survey statements.

49. Survey data indicates that several statements appear to have the most significant impact on employee engagement scores, such that scores are likely to be higher where employees agree with the statement. Taking account of how positive employee views are on these statements, we can identify those aspects of employment where there is scope for improvement in employee attitudes, and where this would have the greatest impact on employee engagement.

Currently having a positive impact

Strong correlation with employee engagement, and positive employee views

I am clear about my goals and objectives

My team works well together

I would recommend my team as a good place to work

I have trust and confidence in the decisions made by my Manager

I am involved in decisions within my team

Within my team, everyone is treated fairly and consistently

My Manager manages performance well within my team

Scope to have a more positive impact

Strong correlation with employee engagement, but less positive employee views

My ideas are listened to, and acted upon

I get useful feedback relating to my role

I would recommend the organisation as a good place to work

I am confident performance is managed well within the organisation

ANNEX: TABULAR RESULTS

Employee Voice

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I have trust and confidence in the decisions made by my Manager	24%	37%	18%	15%	7%	
My Manager manages performance well within my team	23%	32%	19%	18%	8%	
I am involved in decisions within my team	19%	37%	19%	16%	9%	
I am confident my ideas are listened to	17%	37%	20%	17%	9%	
I am given the opportunity to make decisions relating to my role	21%	40%	17%	16%	7%	
My ideas are listened to, and acted upon	15%	33%	26%	18%	8%	
I have trust and confidence in the decisions made by Senior Managers	14%	24%	21%	22%	19%	
I would recommend the organisation as a good place to work	14%	25%	25%	22%	14%	
I would recommend my team as a good place to work	28%	37%	17%	10%	7%	

Engaging Managers

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I get the support I need to do my job well	17%	35%	18%	19%	11%	
I get useful feedback relating to my role	16%	31%	21%	22%	10%	
I feel valued for the work I do	16%	29%	18%	20%	17%	
I am given time to invest in my own learning and development	13%	26%	22%	22%	18%	

Health and Wellbeing

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I feel the organisation cares about my health and wellbeing	11%	29%	23%	22%	15%	
I feel a sense of achievement for the work I do	19%	45%	16%	12%	8%	
I feel safe at my work	22%	49%	16%	9%	4%	

	Yes	No/No response	Base
Experienced discrimination in the last 12 months	16%	84%	
Experienced bullying/harassment in the last 12 months	18%	82%	

On which of the following grounds have you experienced discrimination?		Who were you bullied or harassed by?	
Age	16%	A Colleague	31%
Caring responsibilities	9%	Your Manager	38%
Disability	9%	Another manager in your part of the Council	15%
Ethnic background	4%	Someone you manage	4%
Gender	12%	Someone who works in another part of the Council	9%
Gender reassignment or perceived gender	-	A member of the public	19%
Grade, pay band or responsibility level	44%	Someone else	11%
Main spoken/written language	6%	Prefer not to say	14%
Religion or belief	1%		Base
Sexual orientation	1%		160
Social or educational background	4%		
Working location	9%		
Working pattern	21%		
Any other grounds	25%		
Prefer not to say	8%		
Base	133		

Integrity

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
I feel that I am treated with dignity and respect within my team	27%	47%	16%	6%	4%	
My team works well together	29%	44%	14%	9%	5%	
Within my team, everyone is treated fairly and consistently	23%	35%	17%	16%	10%	
I am confident performance is managed well within the organisation	13%	26%	26%	21%	13%	
I feel that I am treated with dignity and respect within my team	27%	47%	16%	6%	4%	
My team works well together	29%	44%	14%	9%	5%	
Within my team, everyone is treated fairly and consistently	23%	35%	17%	16%	10%	
I am confident performance is managed well within the organisation	13%	26%	26%	21%	13%	

Leadership

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
I am clear about how I contribute to the organisation's goals	17%	50%	19%	10%	5%	
I am clear about my goals and objectives	21%	54%	15%	7%	3%	
My line manager is approachable	42%	36%	11%	6%	5%	
I get the information and updates I need to do my job well	18%	36%	22%	16%	9%	
Senior managers across the organisation are sufficiently visible	12%	25%	19%	23%	21%	

APPENDIX B: Staff Survey – high level development themes

Introduction

The following summary presents the key high level development themes identified from the Staff Survey. These themes, amongst others, will be addressed as part of the wider work of the Staff Survey Working Group, with a view to identifying specific, measurable and timely actions which can be taken forward within the Council's forthcoming Workforce Plan.

Discrimination & Bullying

A key statistics coming from the staff survey was that of the 912 respondents, 16% had experienced discrimination, and 18% had experienced bullying or harassment whilst working for the Council. In order to address these figures, it is vital that the Authority undertakes further work; both to look at causation, prevention and detection, and in order to shift our workplace culture to one where incivility or discrimination, at any level, is not normalised through day to day working practices.

To further understand these perceived issues, our Joint Trade Union – Staff Working Group will assess the Survey results on a Service area basis, and recommended specific and targeted actions to be taken forward throughout the coming year.

Leadership Development

Whilst the survey results are generally positive in relation to the theme of Leadership, there are particular areas where development is required in order to both meet our aspirations as outlined in our Corporate plan for 2018-22, and to help drive a cultural change to one where leadership qualities are invested in and developed at all levels of our organisation.

However, whilst actions will be developed to address issues surrounding Senior Management visibility and the cascade of information, there is a need to take cognisance of work currently underway which compliments the findings of the survey. This includes recommendations for a Leadership Development Programme which are being finalised by Council Officers, and the roll out of additional transformational change training agreed and scheduled for Q1-2 of the new financial year.

Staff Performance Management

Of all respondents to the Staff Survey, only 55% agreed that performance is managed well within their team, in addition to only 56% agreeing that they are involved in the decision process within their team. Whilst work is underway within the Authority to launch a new digital staff performance management process (aimed at emphasising the effectiveness of good conversations between managers and staff) our Staff Survey Working Group will be asked to identify further actions to help develop and improve our approach to staff performance across all areas.

Health & Wellbeing

A particular area of development in relation to survey feedback is in relation to the 37% of staff who do not feel that the Authority cares about their health and well being. This points at a need for the Council to better promote the range of staff health and well being initiatives currently underway, and highlights the benefits which a further health and wellbeing survey for staff (due Q1 2019/20) will have in identifying specific areas for development.

