
Report to: Council

Date of Meeting: 5 March 2020

Subject: Employee Voice

Report by: Strategic Director – Partnership & Performance

1.0 Purpose

- 1.1. To provide Council with details of the 2019 Staff Survey, highlighting the key themes and actions arising from the report supplied by our independent researchers - Craigforth.

2.0 Recommendations

- 2.1. Council are asked to note the contents of the Staff Survey report, and acknowledge work currently underway to address identified areas of development.

3.0 Considerations

- 3.1. Clackmannanshire Council undertook its 2019 Staff Survey over 4 weeks in November / December 2019. Over this period, 1140 responses were received, giving a statistically valid response rate of 43% (a 9 point increase from the 2018 response rate of 34%).
- 3.2. In preparation for the survey, Council Officers undertook a significant amount of preparatory work. Managers at all levels 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 prior to, and during the surveying period. Council 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 **Annex A**), provides detail on the engagement levels of our employees, both at an organisational and portfolio level. Comparative results with the 2018 survey are presented at organisational level.

- 3.5. As with last year, the survey focusses on 5 key thematic areas – employee voice, engaging managers, health & wellbeing, integrity, and leadership.
- 3.6. Feedback shows that employees are positive across most aspects of their working lives. Of particular note is that results indicate improvement with engagement and feedback across 26 of the 28 indicators within the survey, with an average improvement of +9% on the 2018 survey.
- 3.7. Improvement is noted as being most significant across ‘recommending my team as a good place to work’, ‘trust in senior management decisions’, ‘time for learning and development’, ‘getting the support I need’, and ‘getting useful feedback’.
- 3.8. However, whilst improvement is noted across all indicators, it is acknowledged that further development work is required across some key areas, particularly with regards to health and wellbeing of staff, performance management, and visibility of senior managers.
- 3.9. Of the areas noted for development, all are subject to ongoing or planned actions within the Council’s Workforce Development Delivery Plan (2019-22), with regular updates being submitted to the Partnership and Performance Committee.
- 3.10. For 2019, the overall staff engagement level for the organisation sits at 66.3%, which is a 3.8 point improvement on the 2018 survey score of 62.5%.

4.0 Next steps

- 4.1. 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 our organisation across the five key themes.
- 4.2. In 2018 we engaged a joint staff-trade union working group who identified areas of development which sat a Council wide level. These actions then provided the basis for the Council’s Workforce Development Delivery Plan, a key enabler of the Council’s Strategic Workforce Plan for the period 2019-22.
- 4.3. For 2019, we will build on this experience by establishing Portfolio focus groups. Taking a range of staff from within our delivery areas, these groups will identify Portfolio specific workforce development requirements, with any outputs then being used to inform future Portfolio Workforce Plans.
- 4.4. Furthermore, and acknowledging feedback from staff and Trade Union colleagues, we have also created a communications plan for staff survey outputs. This will ensure that we can update staff on progress with development areas they have identified, no matter what their job role or working location.

5.0 Sustainability Implications

5.1. None.

6.0 Resource Implications

6.1. *Financial Details*

6.2. 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

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

Yes

6.4. *Staffing*

6.5. None.

7.0 Exempt Reports

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

8.0 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.

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

ANNEX A: 2019 Staff Survey report

12.0 Background Papers

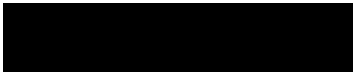
- 12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Clackmannanshire Council

Staff Experience Survey 2019

Lead author: Chris Thornton
January 2020



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Clackmannanshire Council

Staff Survey 2019

Employee views are positive across most aspects of their working lives, and show an average +9% improvement on the 2018 survey.

Feedback is most positive on line managers, clarity of goals and objectives, being treated with dignity and respect, their team, and feeling safe at work.

Views are less positive about senior managers, performance management, the Council caring about their health and wellbeing, and learning and development.

Employee engagement is strongest for HSCP and People portfolio.

This report presents results from a survey of all Clackmannanshire Council employees. Results are based on 1140 responses, a response rate of 43% (a 9 point increase on 2018).

Survey Themes

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

Employee views are positive across all aspects of their work. Views are most positive about line managers, clarity on goals and objectives, being treated with dignity and respect, their team, and feeling safe at work. At least three quarters have a positive view on these aspects of their work.

Employees also generally agree that they would recommend their team as a good place to work, are clear on how they contribute to the Council's goals, get a sense of achievement, can make decisions relating to their role, and have trust in their manager's decisions. More than two thirds have a positive view on each of these.

Survey results show a significant improvement since 2018 in views across all aspects of their working lives. Overall, there has been an average +9% increase since 2018. Improvement is most significant for:

- ❖ Recommending their team as a good place to work (+17%)
- ❖ Trust in senior management decisions (+14%)

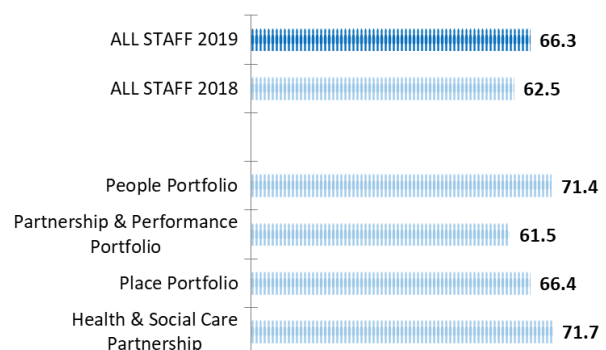
- ❖ Time for learning and development (+13%)
- ❖ Getting the support they need (+12%)
- ❖ Getting useful feedback (+12%)

These are also the areas where employee views were least positive in 2018. Views remain less positive on these statements than across other aspects of employees' working lives. However, the significant improvement since 2018 is consistent with the Council having focused its improvement work on the areas where it was most needed.

Employee Engagement

An overall score of 66.3 (out of 100) represents a 6% improvement since 2018 in employees' engagement with the Council. Engagement is particularly strong for HSCP and People portfolio employees. Ensuring employees feel valued and get useful feedback on their work, feel their ideas are acted upon and have confidence in performance management would have the most positive impact on employee engagement.

Engagement index (avg score out of 100)



INTRODUCTION

1. This report presents results from a survey of Clackmannanshire Council employees conducted in late 2019.

Survey approach

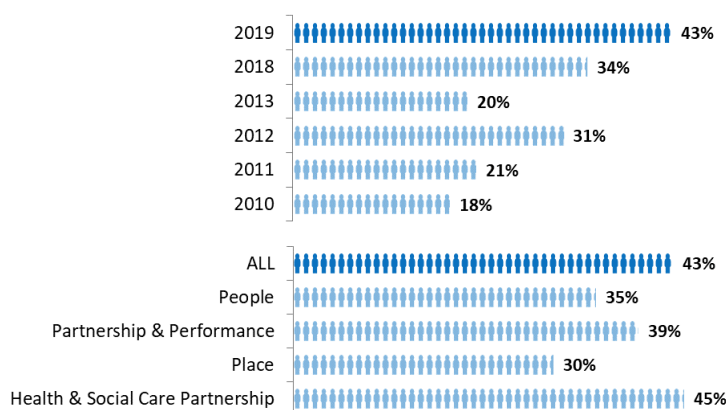
2. This is the second Council-wide employee survey since the Council refreshed its engagement survey approach in 2018 (with previous surveys conducted in 2013, 2012, 2011, 2010).
3. Survey content was revised in 2018, and maintained for the present survey to track any change in views. The survey asked employees to indicate the extent to which they agree or disagree with a series of statements under five broad themes. 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 early November 2019, with the survey closing on 13 December 2019. 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 provided communications materials across Council sites in order to increase visibility.

Survey response and robustness

6. Against the 2,628 survey packs issued to Council employees, a total of 1,140 responses were received - equivalent to an overall response rate of 43%. This is a strong response for a survey of this kind and represents a 9 point increase since 2018 (which was the highest response rate achieved at the time).

7. As Figure 1 shows, survey response rates varied across Council portfolios. Response was strongest for Health & Social Care Partnership (HSCP) staff with a response rate of 45%, and was lowest for Place staff at 30%. 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 profile of all Clackmannanshire Council employees prior to analysis to minimise the impact of any response bias.

Figure 1: Survey response



8. As a result of the strong response rate, the volume of survey responses is sufficient to produce highly robust survey results – indeed the larger sample size means that 2019 results are based on 25% more survey responses than was the case in 2018. Confidence intervals are the standard means of expressing the extent to which survey results are representative of the wider population (in this case all Council employees). The overall confidence interval for the survey is $\pm 2.9\%$. As an example this means that if 50% of respondents would recommend the Council as a good place to work, we can be 95% confident that the true value is between 47.1% and 52.9%.
9. Figure 2 presents an overview of the profile of survey respondents in terms of portfolio, working environment and length of employment. It should be noted that this profile is based on respondents' self-reporting.

Figure 2: Profile of survey respondents

Portfolio	Number	%		
People Portfolio	563	49%		
Partnership & Performance Portfolio	75	7%		
Place Portfolio	180	16%		
Health & Social Care Partnership	93	8%		
Prefer not to say/no response	229	20%		
Working environment				
An office	390	38%		
A school	443	43%		
A depot	13	1%		
A leisure facility (including libraries, etc)	24	2%		
Outdoors	41	4%		
Driving a vehicle	13	1%		
Visiting people's homes	42	4%		
Prefer not to say	60	6%		
Time...	with Council		in current job	
Less than 1 year	62	5%	107	9%
1-4 years	200	18%	309	27%
5-9 years	158	14%	174	15%
10-19 years	301	26%	193	17%
20+ years	220	19%	100	9%
Prefer not to say/No response	201	18%	257	23%

This report

10. 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 portfolio. We highlight significant variation where relevant, based on 95% confidence intervals.
11. 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'.
12. 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 combined percentage of 'strongly agree' and 'agree' responses) may not sum to results presented in figures and tables due to rounding.

SURVEY THEMES

13. The survey asked employees to indicate the extent to which they agree or disagree with a series of statements across five themes. This section sets out key findings in relation to each of the following themes:
- ❖ Employee Voice;
 - ❖ Engaging Managers;
 - ❖ Health and Wellbeing;
 - ❖ Integrity; and
 - ❖ Leadership.

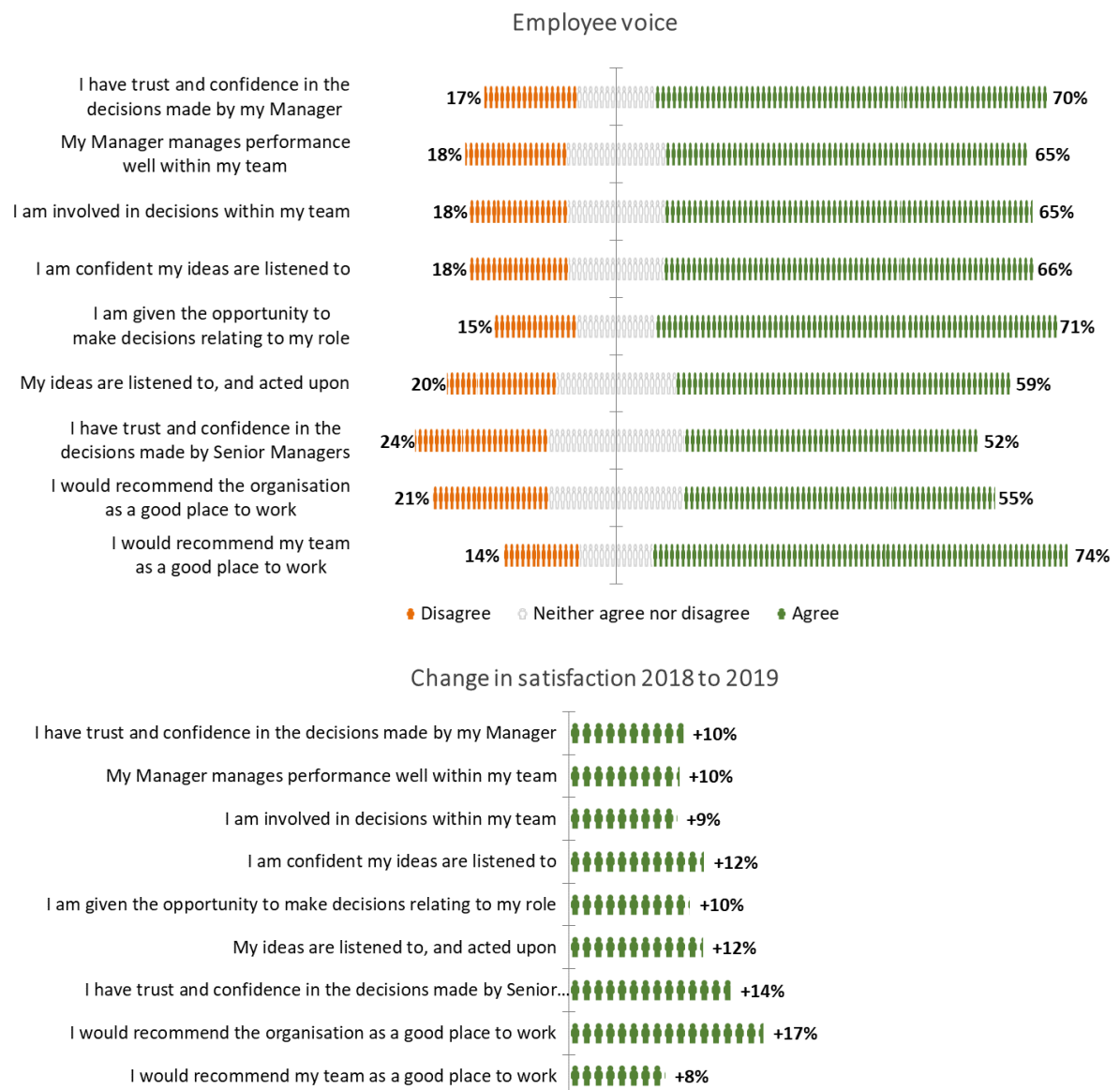
Employee Voice

14. The survey first asked employees to consider a series of nine statements under the theme of 'Employee Voice'. As Figure 3 over the page shows, employees are positive in their views on most aspects of this theme, with at least half of employees agreeing with each of the nine statements.
15. 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" - 74% agree%.
 - ❖ "I am given the opportunity to make decisions relating to my role" - 71% agree.
 - ❖ "I have trust and confidence in the decisions made by my Manager" - 70% agree.
16. Employees are also positive about their ideas being listened to, being involved in decisions within their team, and performance management within their team. However, it should be noted that around a fifth of respondents gave a negative response on these aspects of 'Employee Voice':
- ❖ "I am confident my ideas are listened to" - 66% agree.
 - ❖ "I am involved in decisions within my team" - 65% agree.
 - ❖ "My Manager manages performance well within my team" - 65% agree.
17. Views are more divided on decisions made by Senior Managers, employees' ideas being acted upon, and recommending the Council as a good place to work. More than half of respondents are positive on these measures; 52% have trust and confidence in Senior Managers' decisions, 55% would recommend the Council as a good place to work, and 59% feel their ideas are listened to and acted upon. However, a relatively substantial proportion disagree with these statements (24%, 21% and 20% respectively). It is notable that employees are significantly more likely

to recommend their own team as a good place to work (74% would do so) than the Council as an organisation (55%).

- Survey results indicate a significant improvement in employee views since the 2018 survey across all nine measures under 'Employee Voice'. As Figure 4 shows, this improvement is largest in relation to recommending the organisation as a good place to work (+17% improvement since 2018) and having trust and confidence in the decisions made by Senior Managers (+14%). It is notable that these are also the aspects of Employee Voice where views were least positive in 2018 – the significant increase in these views is consistent with the Council having focused its improvement work in the areas where it was most needed.

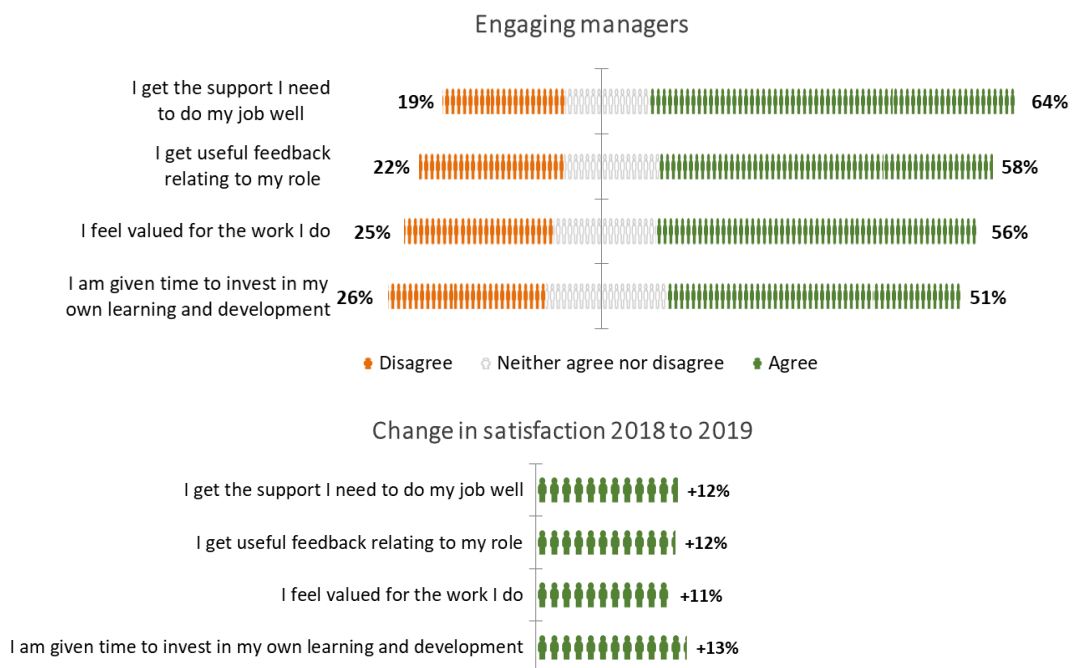
Figure 3: Employee Voice staff views



Engaging Managers

19. The survey asked employees to consider four statements under the theme of ‘Engaging Managers’. As Figure 4 below shows, employees are generally positive on these statements, with at least half agreeing with each.
20. Views are most positive in relation to employees getting the support they need to do their job well. Nearly two thirds of employees agree that they get the support they need (64%), although there remains around a fifth who disagree (19%).
21. Employees are also generally positive about other aspects of ‘Engaging Managers’:
 - ❖ “I get useful feedback relating to my role” - 58% agree.
 - ❖ “I feel valued for the work I do” - 56% agree.
 - ❖ "I am given time to invest in my own learning and development" - 51% agree.
22. As is the case in relation to ‘Employee Voice’, survey results indicate a significant improvement in views since the 2018 survey. This improvement has been similar across all four measures, with an 11-13% increase since 2018.

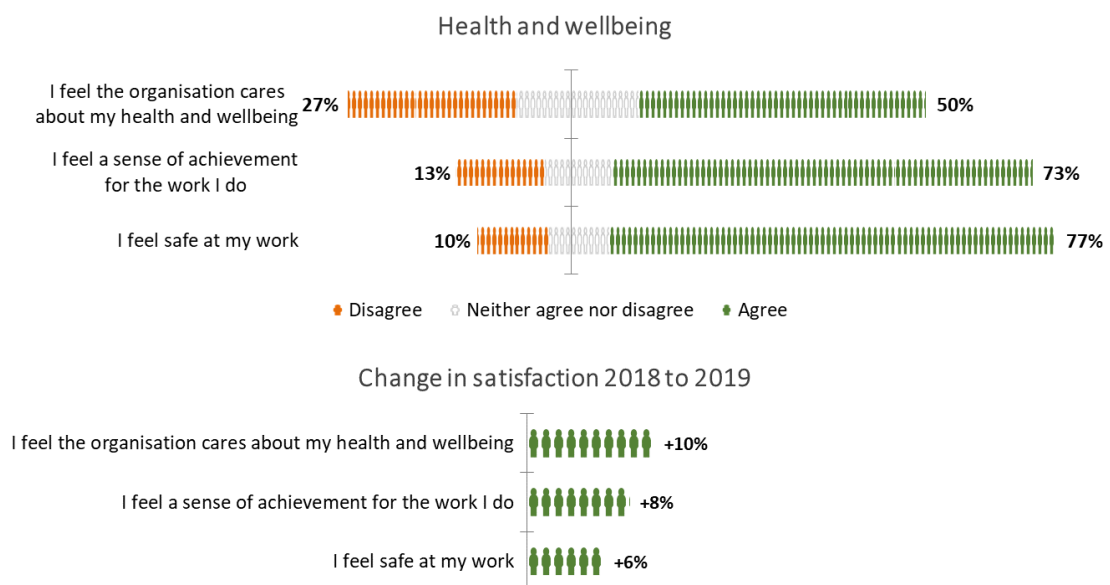
Figure 4: Engaging Managers staff views



Health and Wellbeing

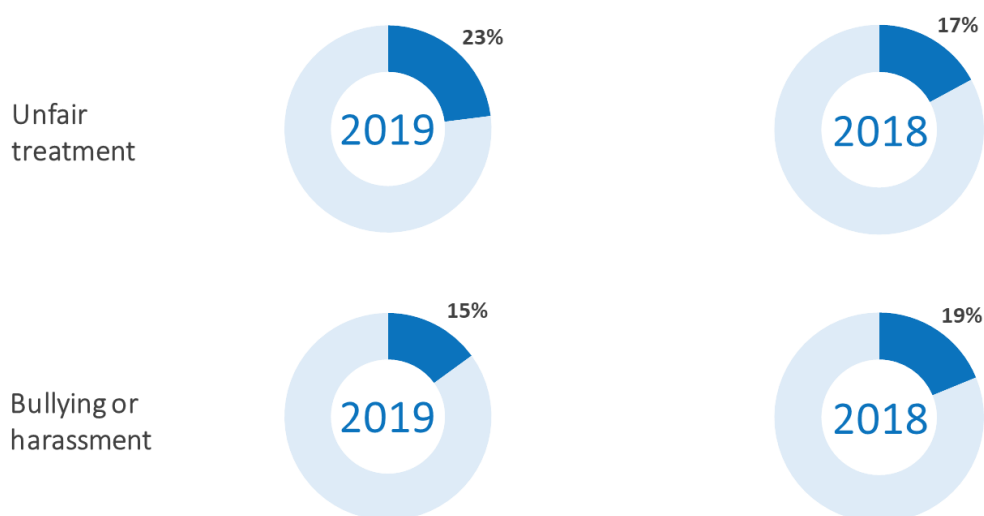
23. The survey asked employees to consider three statements in relation to ‘Health and Wellbeing’.
24. As Figure 5 shows, employees are most positive in relation to feeling safe at work and feeling a sense of achievement for their work; around three quarters of employees feel safe in their work (77%) and feel a sense of achievement (73%).
25. Views are less positive on the extent to which the Council cares about employees’ health and wellbeing. Half feel that the Council does care about this (50%) but there remains around a quarter who disagree (27%).
26. These results represent a significant improvement in employee views since the 2018 survey across all three measures. As is the case for ‘Employee Voice’ and ‘Engaging Managers’, this improvement is largest in relation to the measure which showed the least positive score in 2018; a +10% increase in employees feeling that the Council cares about their health and wellbeing. This is consistent with the Council’s improvement work around health and wellbeing having focused on the right areas.

Figure 5: Health and Wellbeing staff views



27. The survey also asked employees whether they had experienced any unfair treatment, bullying and/or harassment in work over the last 12 months.
28. As Figure 6 shows, 23% of employees have experienced unfair treatment in the last 12 months and 15% have experienced bullying or harassment. There is some overlap between these groups; a total of 26% of employees have experienced unfair treatment and/or bullying/harassment, including 11% who have experienced both. This is broadly in line with 2018 survey findings (25% of employees had experienced at least one, 10% had experienced both). Results also compare to 10% of Scottish Government employees who had experienced discrimination, and 11% who had experienced bullying or harassment.¹

Figure 6: Experienced unfair treatment and bullying/harassment in last 12 months



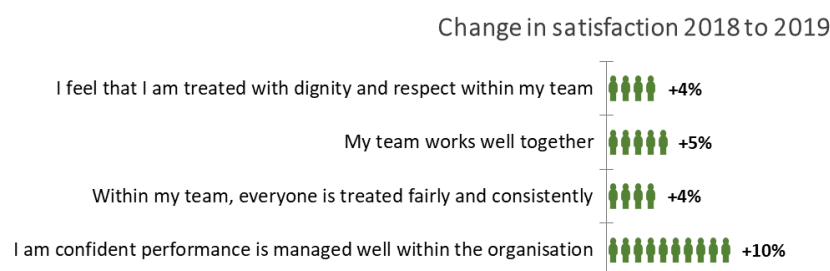
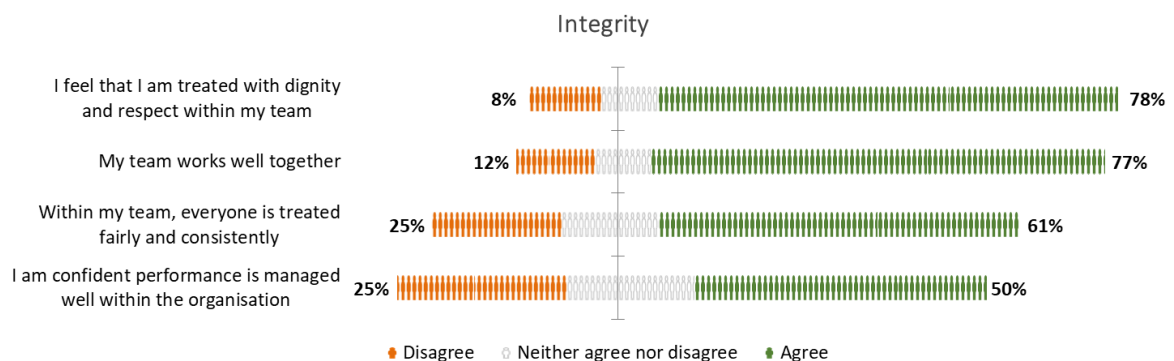
29. The 1 in 4 employees who had experienced unfair treatment and/or bullying/harassment were asked for more detail on this. Responses indicate that:
- ❖ Employees are most likely to experience unfair treatment on the basis of their grade, pay band or responsibility level (31% of those who had experienced unfair treatment, equivalent to around 65 employees). Employees also mentioned experiencing unfair treatment related to their working pattern (20%, c40 employees), working location (10%, c20 employees), caring responsibilities (8%, c15 employees) and age (7%, c15 employees).
 - ❖ Employees are most likely to experience bullying or harassment from their manager (40% of those who had experienced bullying or harassment, equivalent to around 60 employees) or a colleague (32%, c45 employees).
 - ❖ These findings are broadly in line with the 2018 survey, although the relatively small numbers limits scope to identify significant change.

¹ Civil Service People Survey 2018 – Scottish Government.
<https://www.gov.uk/government/publications/civil-service-people-survey-2018-results>

Integrity

30. In relation to 'Integrity', the survey asked employees to consider four statements. As Figure 7 shows, employees are positive in their views with at least half agreeing with each statement.
31. Employees are particularly positive about the extent to which they are treated with dignity and respect within their team (78% agree) and their team working well together (77% agree).
32. Employees also generally agree that everyone in their team is treated fairly and consistently; 61% agree, although 25% disagree. Similarly, half of employees are confident that performance is managed well within the Council (50%), but there remains a quarter who disagree (25%).
33. These results represent a significant improvement in employee views since the 2018 survey for two of the four measures under 'Integrity'. As is evident across other themes, this improvement is largest in relation to the measure which showed the least positive score in 2018; a +10% increase in employees who are confident in performance management within the Council. Again this is consistent with the Council's improvement work having been focused in the right areas.

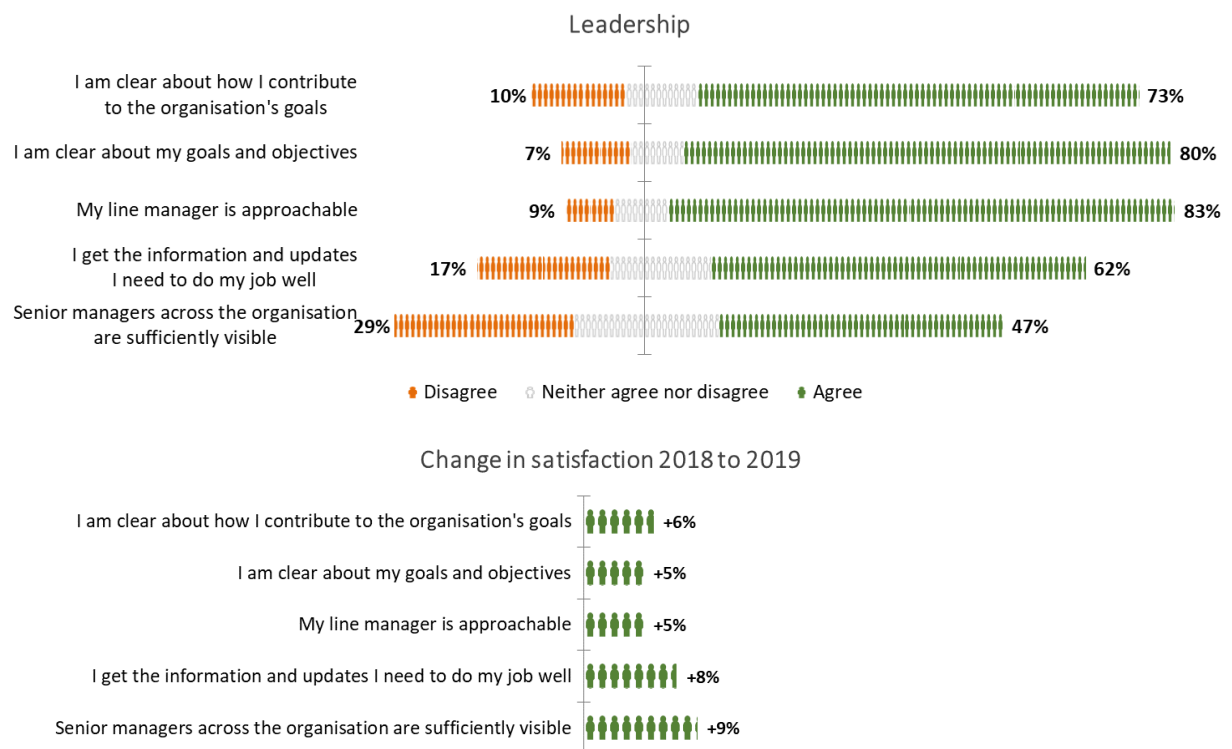
Figure 7: Integrity staff views



Leadership

34. The final survey theme asked employees to consider five statements relating to ‘Leadership’. As Figure 8 shows, employees are positive in their views on most aspects of the theme, with views most positive about line managers being approachable, employees being clear about their goals and objectives, and being clear on how they contribute to the Council’s goals:
- ❖ “My line manager is approachable” - 83% agree.
 - ❖ “I am clear about my goals and objectives” - 80% agree.
 - ❖ “I am clear about how I contribute to the organisation's goals” - 73% agree.
35. Views are less positive in relation to the visibility of senior managers. Less than half of employees feel that senior managers across the Council are sufficiently visible (47%) and 29% feel that senior managers are not sufficiently visible. This is the lowest rating across the 25 statements around which the survey is based, although as noted below there has been a significant improvement in views since 2018.
36. Findings represent a significant improvement in employee views since the 2018 survey across all four measures under ‘Leadership’. This improvement is largest in relation to senior managers being sufficiently visible (+9% improvement), and employees having the information they need to do their job well (+8%).

Figure 8: Leadership staff views

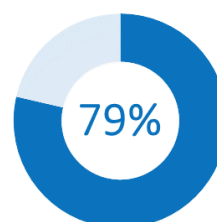


Council vision and values

37. The survey asked employees whether they were familiar with the Council's vision and values. As Figure 9 shows, a large majority (79%) of employees are aware of the Council's vision and values, while 21% feel they are not familiar with these. This finding is broadly similar across key employee groups.

Figure 9: Employee awareness of the Council's vision and values

Familiar with Council vision and values



Variation in views by portfolio

38. As is noted earlier in this report, the number of survey respondents for some portfolios means that relatively large differences in results are required for these to be statistically significant. Figure 10 over the page highlights the statements where survey results show statistically significant differences across the four portfolios.
39. This indicates that People employees, and to a lesser extent Health & Social Care Partnership (HSCP) employees, are generally more positive than others. For example, People employees are more positive than most others in relation to 10 of the 25 statements (HSCP employees for 5 of 25). In contrast, Partnership & Performance employees are typically less positive than others (for 11 of the 25 statements).
40. In terms of the five survey themes, responses indicate that:
- ❖ Employees in the People portfolio are typically more positive than others in relation to Employee Voice, Engaging Managers, Integrity and Leadership.
 - ❖ HSCP employees are typically more positive than others in relation to Engaging Managers, Health and Wellbeing, and Leadership.
 - ❖ Employees in the Partnership & Performance are typically less positive than others across all five themes.

Figure 10: Significant differences in employee views by portfolio

	People	Partnership & Performance	Place	HSCP
Employee Voice				
I have trust and confidence in the decisions made by my Manager	75%	53%	70%	68%
My Manager manages performance well within my team	70%	46%	65%	61%
I am involved in decisions within my team	70%	57%	65%	72%
I am confident my ideas are listened to	70%	57%	69%	66%
I am given the opportunity to make decisions relating to my role	74%	67%	72%	70%
My ideas are listened to, and acted upon	63%	49%	61%	61%
I have trust and confidence in the decisions made by Senior Managers	59%	45%	49%	49%
I would recommend the organisation as a good place to work	58%	43%	58%	62%
I would recommend my team as a good place to work	80%	55%	74%	74%
Engaging Managers				
I get the support I need to do my job well	66%	52%	69%	62%
I get useful feedback relating to my role	62%	44%	58%	60%
I feel valued for the work I do	59%	44%	55%	60%
I am given time to invest in my own learning and development	57%	35%	41%	60%
Health and Wellbeing				
I feel the organisation cares about my health and wellbeing	51%	55%	51%	56%
I feel a sense of achievement for the work I do	78%	61%	64%	82%
I feel safe at my work	77%	72%	80%	85%

Green Significantly more likely to agree with statement

Red Significantly less likely to agree with statement

	People	Partnership & Performance	Place	HSCP
Integrity				
I feel that I am treated with dignity and respect within my team	83%	68%	79%	78%
My team works well together	81%	65%	77%	82%
Within my team, everyone is treated fairly and consistently	64%	47%	64%	67%
I am confident performance is managed well within the organisation	54%	33%	46%	66%
Leadership				
I am clear about how I contribute to the organisation's goals	79%	63%	65%	76%
I am clear about my goals and objectives	86%	71%	73%	85%
My line manager is approachable	83%	83%	85%	84%
I get the information and updates I need to do my job well	66%	47%	65%	61%
Senior managers across the organisation are sufficiently visible	53%	39%	39%	56%

Green Significantly more likely to agree with statement

Red Significantly less likely to agree with statement

Other comments

41. The survey also gave employees the opportunity to add written comments as part of their response. Specifically, employees were asked for (a) suggestions for what would improve working in your team or the wider Council, and (b) any further comments.
42. Around a third of survey respondents provided suggestions to improve working in their team and/or wider Council. Some used the opportunity to comment positively on working for the Council, and particularly within their team. This included reference to positive working relationships with team members and support from line managers, and to some recent improvements as a result of the ongoing transformation programme. However, most of those providing written comment suggested changes to address issues or concerns where they felt the Council could do better as an employer.
43. Below we summarise the key points raised.
 - ❖ While many suggestions from employees related to the five survey themes discussed earlier in this report, the most common focus was on **resources, staffing and workload**. A substantial proportion of those providing comment referred to challenges associated with a perceived reduction in staffing and resources in recent years. Specific suggestions included:
 - Additional resources and staffing to ensure employees are able to deliver the standard of service required, and achieve value for the Council. A number of respondents suggested that a reduction in staffing within their team in recent years had reached a point where they felt unable to provide the level of service expected.
 - Greater recognition from the Council, and particularly from senior management, of the pressures on line managers and frontline staff. This included a particular focus on those affected by staffing reductions, and where teams have lost knowledge and skills through experienced staff leaving.
 - Tackling excessive workload for employees. A number of respondents referred to their workload as having a significant negative impact on their physical and mental health, including some who felt that this was no longer sustainable for them. Increased staff turnover, and reduced staffing numbers, were seen as key factors in this.
 - ❖ In relation to the five survey themes, the most common area raised through written comments was **leadership and senior management**. This was typically in relation to the role of senior management in setting the direction across services and teams, and the level of contact and communication between senior management and frontline staff. Specific suggestions included:
 - Better understanding from senior management of the realities of workload and the work environment for employees. This included a perceived need

for closer relationships and more frequent communication between frontline staff and senior management. Some would like more opportunities to share their experiences with senior managers directly through “meet the leader” events. This was a particular issue for education employees in the context of classroom management difficulties.

- More feedback and communication from senior management to employees. This included reference to communication of senior management decisions (including organisational change) that is more “open” about the rationale for decisions and changes being made, and how these will impact employees. Some also saw a need for stronger support from senior management where elected members make requests of employees which are not consistent with current service priorities or working practices.
 - Senior management doing more to ensure employees are clear on the Council’s values and objectives, and to create a positive working environment for employees. Some suggested this should include a particular focus on services that have experienced high staff turnover in recent years, where this was seen as reflecting poor staff morale.
 - Regular staff management training/refreshers for senior managers to ensure a consistency of management approach at all levels.
 - Greater clarity for employees on management structures. This was raised at a practical level – ensuring staff understand “who to go to, when and with what” – but also with reference to some employees being unclear on where they fit within new service structures.
 - Rationalise the number of initiatives to focus on a smaller number of key priorities, to which the necessary time and resources can be dedicated. Some felt that senior management should allow more time for initiatives to “bed in” before moving on to other approaches.
- ❖ **Engaging managers and integrity, including working cultures within teams,** were also a common theme throughout written comments. This included a diverse range of suggestions relating to the role of line managers, improving staff morale, dealing with bullying and unfair treatment, and professional development for employees:
- Better support from line managers, including a perceived need for more regular and more meaningful engagement between employees and their line managers. Some specifically suggested more face-to-face engagement with line managers.
 - More training and support for managers to improve the quality and consistency of management across the Council. Some suggested this should include more performance reviews for managers and employees. There was also a perceived need to ensure line managers (and senior managers) have the time to provide the direction and support required.

- Improve staff morale and culture, and ensure fair treatment of employees. This included suggestions for more dedicated events to improve ethos and working relationships within teams. Some employees felt under-appreciated and this seemed to be linked to significant increases in workload due to reduced resourcing. Some also saw a need for managers being “more realistic” about the workload that can be delivered by a reduced staff team.
 - More effective action to address bullying, harassment and unfair treatment of employees, ensuring employees have access to “someone neutral” to discuss any concerns. This included reference to employees being affected by bullying or other unfair treatment from team members, line managers, senior managers, elected members, school pupils, and members of the public. Some felt that line managers and senior management have appeared reluctant to acknowledge or address these issues.
 - Better training and professional development for employees. This included a perceived need for better induction for new recruits to ensure clarity on the Council’s values and objectives, on how their role fits within their team and wider service, and of management/reporting structures. Some also saw a need for more training opportunities for existing employees, particularly for teams where the departure of experienced staff had led to a loss of skills and knowledge. Better training and development was also seen as having potential to contribute to improved morale and staff retention.
 - More rigorous controls on flexible working arrangements to ensure equity.
- ❖ Suggestions related to **employee voice, communication and listening to views** included reference to providing more opportunities for employees to influence decision making, and providing more feedback and communication across services and teams.
- More work by senior management to reach out and listen to employees’ views and experience, providing opportunities for more “genuine” consultation with staff to inform working practices and management decisions.
 - Better communication with employees at all levels, to ensure a common understanding of Council values and objectives and to share relevant information.
 - More feedback on how input from employees has been used by senior management in decision making, including to those submitting reports etc. Some made specific reference to dissemination of results from the present survey.
 - More effective lines of communication between services where this can support sharing of information and practice. Some wished to improve their understanding of the roles across other services that might be relevant to

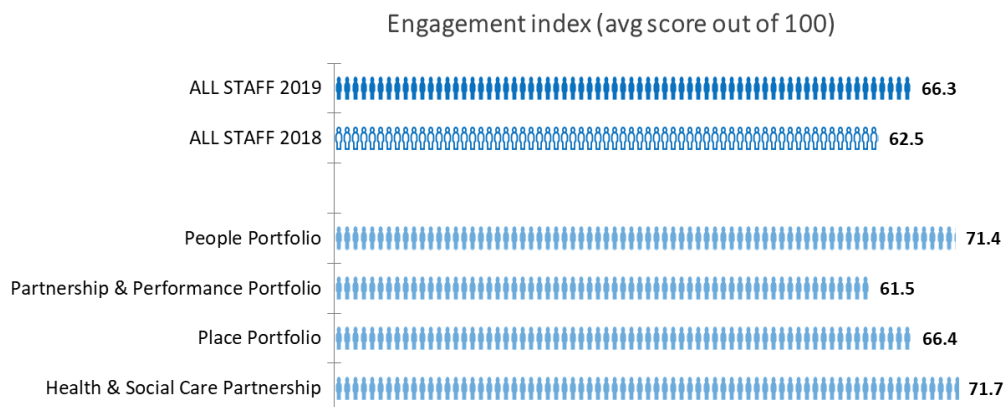
their work. Some also felt that greater collaboration between teams could improve the quality of services being delivered.

- ❖ A number of suggestions related to the theme of **health and wellbeing**. Stress was the most commonly raised issue, and was linked to comments around workload pressures with some noting the negative impact of redundancies.
 - Greater recognition of the link between workload increases and organisational changes, and employee stress, and of the impact that stress is having on morale and health and wellbeing. More generally, some saw a need for greater recognition of the varying ways in which employees' health can be affected by their work and working environment, and how health can impact the workload that employees can support.
 - More rigorous and fairer application of absence management procedures, including a perceived need to ensure proper implementation of action plans agreed to enable staff to return from absence due to stress.
 - A small number of employees referred to bullying and harassment of employees by colleagues, managers and others, and felt that a culture change is required across some teams
- ❖ In addition to suggestions associated with specific survey themes, a substantial number of respondents also wished to see more investment in **IT systems and equipment**. This included reference to a range of problems with IT systems and a perceived need for improvement. Some commented generally around the staff time lost due to system crashes and other IT problems, while others referred to specific problems such as document sharing and collaboration, shared cloud storage, and easier access to the intranet including for those working at home.

EMPLOYEE ENGAGEMENT

44. The previous section considered employees' views across a range of themes relating to their working lives. In addition to views on each theme, survey analysis also calculated an aggregate 'Engagement Score' for respondents, as an indication of individuals' level of engagement and commitment to the Council as an employer. The Engagement Score is out of 100, and is based on responses to the following five key statements which best reflect the Council's organisational values:²
- ❖ "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".
45. As figure 11 shows, the average Engagement Score across the Council as a whole is 66.3 out of 100. This is a positive overall finding, but the score is most useful as an indication of variation in employee attitudes over time or across employee groups. In this context, the overall average represents a 6% improvement on the 2018 survey (which showed an average score of 62.5). It is also notable that employee engagement appears strongest for HSCP and People Portfolio employees, with averages of 71.7 and 71.4 respectively. Engagement scores are lowest for Partnership & Performance employees (average of 61.5).

Figure 11: Engagement Score by portfolio



² 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.

Key drivers of engagement

46. While there is some variation in employee engagement scores across portfolio, survey data indicates that engagement is more likely to be linked to an employee's views on specific aspects of their work rather than, for example, the portfolio they work in or length of employment with the Council. Specifically, survey analysis indicates that the following appear to have a particularly significant impact on employee engagement:
- ❖ Feeling **valued** and being treated with **dignity and respect**;
 - ❖ Feeling a **sense of achievement** for their work;
 - ❖ Being **clear on their objectives** and how they contribute to the Council's goals;
 - ❖ Having the opportunity to **make decisions**;
 - ❖ Getting the **support and information** they need to do their job well; and
 - ❖ Getting **feedback** and feeling that their ideas are **listened to**.
47. By combining the above analysis with employee views on specific statements, we can identify those aspects of employees' work where there is scope for improvement, and where this would have the greatest impact on employee engagement. Specifically, the table below identifies the areas currently having the most positive impact on employee engagement, and those where improvement would have the most positive impact on engagement.

Figure 12: Aspects of employees' work having the greatest impact on engagement

Currently having a positive impact – areas to maintain performance Strong correlation with employee engagement, and positive employee views
I feel that I am treated with dignity and respect within my team
I feel a sense of achievement for the work I do
I am clear about how I contribute to the organisation's goals
I am given the opportunity to make decisions relating to my role
I am confident my ideas are listened to
I am clear about my goals and objectives
I would recommend my team as a good place to work
I have trust and confidence in the decisions made by my Manager
Currently having a less positive impact – potential improvement priorities Strong correlation with employee engagement, but less positive employee views
I feel valued for the work I do
I get useful feedback relating to my role
My ideas are listened to, and acted upon
I am confident performance is managed well within the organisation

ANNEX: TABULAR RESULTS

Employee Voice

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I have trust and confidence in the decisions made by my Manager	70%	17%	26%	44%	14%	12%	5%	1134
My Manager manages performance well within my team	65%	18%	24%	41%	17%	12%	7%	1129
I am involved in decisions within my team	65%	18%	23%	42%	17%	13%	5%	1133
I am confident my ideas are listened to	66%	18%	24%	42%	17%	11%	7%	1128
I am given the opportunity to make decisions relating to my role	71%	15%	27%	45%	14%	10%	5%	1128
My ideas are listened to, and acted upon	59%	20%	20%	40%	21%	14%	5%	1109
I have trust and confidence in the decisions made by Senior Managers	52%	24%	16%	36%	24%	15%	8%	1116
I would recommend the organisation as a good place to work	55%	21%	18%	37%	24%	13%	8%	1122
I would recommend my team as a good place to work	74%	14%	32%	41%	13%	8%	6%	1127

Engaging Managers

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I get the support I need to do my job well	64%	19%	22%	42%	17%	13%	6%	1104
I get useful feedback relating to my role	58%	22%	19%	39%	20%	15%	7%	1101
I feel valued for the work I do	56%	25%	22%	35%	19%	17%	8%	1102
I am given time to invest in my own learning and development	51%	26%	15%	36%	23%	16%	10%	1104

Health and Wellbeing

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I feel the organisation cares about my health and wellbeing	50%	27%	14%	36%	23%	18%	10%	1092
I feel a sense of achievement for the work I do	73%	13%	24%	49%	15%	8%	5%	1092
I feel safe at my work	77%	10%	27%	50%	13%	6%	4%	1087

	Yes	No/No response	Base
Experienced unfair treatment in the last 12 months	23%	77%	1055
Experienced bullying/harassment in the last 12 months	15%	85%	1082

On which of the following grounds have you experienced unfair treatment at work?		Who were you bullied or harassed by?	
Age	7%	A Colleague	32%
Caring responsibilities	8%	Your Manager	40%
Disability	6%	Another manager in your part of the Council	11%
Ethnic background	1%	Someone you manage	6%
Gender	6%	Someone who works in another part of the Council	4%
Gender reassignment or perceived gender	-	A member of the public	10%
Grade, pay band or responsibility level	31%	Someone else	11%
Main spoken/written language	5%	Prefer not to say	12%
Religion or belief	1%		
Sexual orientation	2%		
Social or educational background	3%		
Working location	10%		
Working pattern	20%		
Any other grounds	33%		
Prefer not to say	20%		
	Base		146
			216

Integrity

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I feel that I am treated with dignity and respect within my team	78%	8%	29%	50%	13%	6%	3%	1074
My team works well together	77%	12%	30%	47%	11%	8%	4%	1073
Within my team, everyone is treated fairly and consistently	61%	25%	24%	37%	14%	15%	10%	1072
I am confident performance is managed well within the organisation	50%	25%	15%	35%	26%	16%	9%	1074

Leadership

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I am clear about how I contribute to the organisation's goals	73%	10%	20%	52%	17%	7%	3%	1067
I am clear about my goals and objectives	80%	7%	25%	55%	13%	5%	2%	1059
My line manager is approachable	83%	9%	44%	40%	8%	4%	5%	1064
I get the information and updates I need to do my job well	62%	17%	21%	41%	22%	11%	6%	1057
Senior managers across the organisation are sufficiently visible	47%	29%	16%	31%	24%	18%	11%	1065

Council values

	Yes	No	Base
Are you familiar with the Council's vision and values?	79%	21%	1029

