

Report to Joint Consultative and Safety Committee

Subject: Employee Survey 2021

Date: 22 February 2022

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1. Purpose of the Report

To inform Committee of the results of the 2021 Staff Survey and the management action that is being taken to address areas of potential concern.

Recommendations

It is recommended that Committee notes this report.

2. Background

The report shows the results of the latest employee survey. This current employee survey was made available to all employees either online or via paper versions from 21st September to 29th October 2021. The paper versions were distributed by various means to employees in PASC, Waste and Leisure Services and for front line jobs in Property and Community Centres. Completed forms were either returned either in ballot boxes placed on-site or in pre-paid envelopes.

In total 186 employees responded to the survey, giving an overall response rate of 42% for the organisation compared to 39% in 2019 and 36% in 2017. 148 employees completed the survey online and 38 paper versions were received.

The full report was presented in full to the Senior Leadership Team in November 2021.

This summary report provides headline results along with the recommendations made to Senior Leadership Team arising from analysis of the detailed data.

A copy of the questions can be seen in Appendix A.

The response rates broken down by Service Area is included in Appendix B and the overall results are shown in Appendix C.

There were lessons learnt from the survey of 2019; in particular, the response rate that had previously been so poor from the depot was greatly improved by physical attendance of officers from the HR, Performance and Service development Team at the depot at the start of the working day to encourage team members to complete the survey there and then.

3. Executive Summary - Findings and Issues Identified

Out of the questions where it was possible to compare with previous results, all questions returned a lower result than previous results. This is not surprising and it is a reasonable assumption that the pandemic has had an impact upon the results.

In addition, for this survey, we successfully increased the response rate from Transport and Waste and PASC employees and these staff can sometimes express lower levels of satisfaction than office-based staff. Considering this, the survey was analysed without this group of employees for this year and for 2019. This analysis showed that the inclusion of a higher number of depot-based staff made very little difference and the results for 2021 were still lower than 2019 with or without this group added.

Questions were also analysed on a service-by-service basis to allow for more detailed analysis in order that recommendations for actions could be better targeted.

Staff overall still remain positive, with 72% saying they feel happy working for the Council, slightly down from 75% in 2019. The PI target is 74%.

For this survey, we asked some add extra questions around mental and physical health. Generally the results are quite positive with 53% stating that their mental health and 54% stating that their physical health was good or excellent. However, 12% stated that their mental health was poor and 10% stated that their physical health was poor.

Also 34% stated that their mental health had worsened over the last year and 30% stated that their physical health had worsened.

In addition, we asked about the impact of working from home either fully or partially on office based staff and the results show that they feel there are positive benefits; 43% stating homeworking improved their efficiency, 58% improved work-life balance and 32.5% improved their feeling about work.

A presentation of the results for each question will be provided at the Committee meeting.

4. Recommendations for actions made to Senior Leadership Team

In response to the data contained in the survey the following recommendations were made to Senior Leadership Team in November. Some recommendations are appropriate to all teams across the council where the issue is an organisational one. Some recommendations targeted specific teams and where this was the case, Senior Leadership Team were notified of where they might wish to pay particular attention. The table of recommendations also includes a suggestion of who might lead on the action.

Senior Leadership Team supported all of the recommendations and where appropriate the actions are to be included in Pentana (the Council's performance monitoring system) for 2022/23 in order to ensure their completion.

While 'level of pay' remains the lowest score there has been a substantial improvement in positive response since 2017 and, given recent changes to pay polices (review of pay in 2016, review of national and local pay points 2019 and the review of SLT pay through recruitment processes in 2016 and 2018), no actions relating to this were proposed.

Area of concern	Recommendation	Action By	Outcome
1. Corporate improvement (feedback to all Heads of Service)	<ul style="list-style-type: none"> • Directors and Chief Executive to distribute and discuss with their Heads of Service the results applicable to their Service area so improvements can be identified, discussed and appropriate measures put in place to bring about positive change. 	SLT/(Heads of Service)	To increase levels of agreement/satisfaction in next survey
2. Various corporate areas including <ul style="list-style-type: none"> • GBC is becoming increasingly commercial • GBC performs well • GBC is becoming increasingly digital • I understand what the Council is trying to achieve 	<ul style="list-style-type: none"> • Undertake a communications programme 	SLT to determine content/ Communications and Marketing Manager (CMM) to determine methodology and implement	To ensure staff are fully informed
3. Staff not feeling informed There is still an issue with staff mainly outside of Civic Centre. Areas with lowest levels of agreement were identified to SLT	<ul style="list-style-type: none"> • iGen stories plus Staff news to be placed on Noticeboards at Depot/Leisure Centres • Regular summary of SLT/ team briefing information to go onto notice boards in depot • Improved team meetings/ briefings- see item 5 • Review effectiveness of Communications Strategy with a focus on information dissemination channels in these teams. 	Head of Environment/ Head of Communities and Leisure Head of Environment Each Head of Service Communications and Marketing Manager	To ensure staff are kept well informed especially in areas outside of Civic Centre

Area of concern	Recommendation	Action By	Outcome
<p>4. My manager tackles under performance in our team Areas with lowest levels of agreement were identified to SLT</p>	<ul style="list-style-type: none"> • Directors & Chief Executive to mentor/challenge Head of Service in service areas where this appears to be an issue to support improvement. • If this reveals low policy awareness, Personnel to provide training where appropriate 	<p>SLT</p> <p>Human Resources</p>	<p>To improve the way Managers deal with under performance</p>
<p>5. Regular team meetings Areas with lowest levels of agreement were identified to SLT</p>	<ul style="list-style-type: none"> • Increased emphasis on the importance of team meetings, especially in non-civic centre areas • Structure and frequency to be proposed by Head of Service in poor-performing area and agreed with Director & Chief Exec. Heads of Service to mentor managers • Provide if required: Workshop 'What makes a good team meeting' 	<p>SLT/ Heads of Service responsible for identified low-performing teams</p> <p>SLT/Service Managers</p> <p>Human Resources</p>	<p>To ensure all staff have regular structured team meetings</p>
<p>6. Training and development opportunities Areas with lowest levels of agreement were identified to SLT</p>	<ul style="list-style-type: none"> • Increase training and development opportunities while accepting significant reduction in training budgets (identification and delivery of creative and cost-effective training and development solutions). • Shift to online training • Review training requirements at 	<p>Heads of Service responsible for identified low-performing teams/</p> <p>All Heads of Service (Also potential future corporate project)</p> <p>Human Resources</p>	<p>Increase training and development opportunities within budgetary constraints</p>

Area of concern	Recommendation	Action By	Outcome
	PDR's and manage expectations		
<p>7. Staff being involved in 'deciding changes affecting them' and 'Involving staff in planning and decision making' Areas with lowest levels of agreement were identified to SLT</p>	<ul style="list-style-type: none"> • Relevant Heads of Service to draw up an action plan to address these concerns and agree with Directors or Chief Exec (SLT to mentor HoS if necessary) • Raise profile of suggestions scheme (including Depot and Leisure Centres) 	<p>Heads of Service responsible for identified low-performing teams (team managers where actions are cascaded)</p> <p>Human Resources (and SLT)</p>	<p>To ensure staff are actively involved in deciding changes and planning and decision making</p>
<p>8. The "recognition and appreciation you receive" and "Gives me clear feedback on my performance" Areas with lowest levels of agreement were identified to SLT</p>	<ul style="list-style-type: none"> • Heads of Service identify appropriate mechanisms for recognition of staff. • Managers to include good news stories in team meeting • Improve quality of feedback in PDR 	<p>Heads of Service responsible for identified low-performing teams</p> <p>Human resources to provide PDR training to managers where need identified</p>	
<p>9. Poor Mental and Physical Health All service areas</p>	<ul style="list-style-type: none"> • Continue to promote Employee Assistance Programme • Promote the reduced Staff DNA membership scheme 	<p>Communications and Marketing Manager (material supplied by Human Resources)</p>	<p>Improve the mental and physical health of staff</p>

Employee Survey 2021

We are pleased to launch the 2021 Employee Survey which invites you all to express your views about a range of matters connected with your job and working for the Council, particularly over the last 18 months during which time the Covid pandemic has had such an impact on how we delivered services. It would be great if you would complete this survey as your honest feedback will be used to help the organisation to be an even better place to work. Many Thanks.

Questions 1 and 2 relate to where you work

Your Job

Q3 To what extent do you agree or disagree with the following:-

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am enthusiastic about my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have clear objectives and standards expected of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am trusted to get on with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to make suggestions to improve the work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am involved in deciding on changes that affect my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel well informed about what is happening in the Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy working for the Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can manage my workload most of the time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my working environment is healthy and safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 What would be the single thing to improve to make your team better at what it does?

Feeling Valued

Q5 How satisfied are you with:-

	Very satisfied	Satisfied	Neither satisfied nor unsatisfied	Unsatisfied	Very unsatisfied
The recognition and appreciation you receive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The support you receive from colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The freedom to use your own initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training and development opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your level of pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your Line Manager

Q6 To what extent do you agree or disagree with the following:-

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
My manager gives me clear feedback on my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager tackles under performance in our team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager involves me in planning and making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager praises me when I do a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager holds regular team meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager is generally supportive of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Your Organisation

Q7 To what extent do you agree or disagree with the following:-

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
I understand what the Council is trying to achieve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to work for Gedling Borough Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make a positive difference to people's lives through the work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gedling Borough Council performs well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gedling Borough Council is becoming increasingly digital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gedling Borough Council is becoming increasingly commercial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You

Q8 How would you rate your current mental health?

- Excellent Good Ok Poor Prefer not to say/Not applicable

Q9 Over the last year has your mental health:

- Improved Worsened Stayed the same Prefer not to say/Not applicable

Q10 What could the council do to help you to improve your mental health (or maintain it at a good level)?

Q11 How would you rate your current physical health?

- Excellent Good Ok Poor Prefer not to say/Not applicable

Q12 Over the last year has your physical health:

- Improved Worsened Stayed the same Prefer not to say/Not applicable

Q13 What could the council do to help you to improve your physical health (or maintain it at a good level)?

Q14 Over the last year has any training that you see as being necessary or critical for the safe performance of your job not been delivered?

- Yes
 No

If Yes what was it?

Q15 Do you work in an office environment?

- Yes
 No

Q16 Over the last year, if you have changed your working practices to work fully or partially from home, has this led to:

	Improved	Same	Worsened	Not applicable	Not changed practices
Your efficiency	<input type="radio"/>				
Your work-life balance	<input type="radio"/>				
Your feelings about work	<input type="radio"/>				

Q17 If your feelings about work have changed, describe what has caused this:

Comments

Q18 If you like to expand on any of your answers or have any other comments about the Council, please use the space below:



Response Rates

The response levels received from each service area are shown below.

Team	No of staff	Responses	Response Rate (%)
Communications and Marketing	4	3	75%
Community Centres	8	2	25%
Community Relations	6	3	50%
Customer Services	29	9	31%
Democratic Services and H&S	11	6	55%
Development Services	18	11	61%
Economic Growth and Regeneration	6	0	0%
Financial Services	15	12	80%
HR, Performance and Service Planning	7	7	100%
ICT	8	4	50%
Legal Services	6	5	83%
Leisure Services	102	25	25%
Parks & Street Care	50	26	52%
Planning Policy	7	5	71%
Property	23	2	9%
Public Protection	30	19	63%
Revenues	17	7	41%
Transport and Waste Services	68	29	43%
Welfare Support	24	11	46%
TOTAL	439	186	42%

Overall results

STAFF SURVEY RESULTS 2021	2021	2019
Your Job		
I am enthusiastic about my job	78%	84%
I have clear objectives and standards expected of me	87%	89%
I am trusted to get on with my job	92%	94%
I am able to make suggestions to improve the work I do	76%	89%
I am involved in deciding on changes that affect my job	51%	51%
I feel well informed about what is happening in the Council	43%	58%
I feel happy working for the Council	72%	75%
I can manage my workload most of the time	73%	82%
I feel my working environment is healthy and safe	75%	82%
Feeling Valued		
The recognition and appreciation you receive	61%	66%
The support you receive from colleagues	80%	85%
The freedom to use your own initiative	82%	83%
Training and development opportunities	50%	66%
Your level of pay	37%	45%

Your Manager

Gives me clear feedback on my performance	63%	73%
Tackles under performance in our team	46%	55%
Involves me in planning and making decisions	56%	62%
Praises me when I do a good job	66%	74%
Holds regular team meetings	49%	59%
Is generally supportive of me	70%	79%

Your Organisation

I understand what the Council is trying to achieve	63%	75%
I am proud to work for Gedling Borough Council	70%	83%
I make a positive difference to people's lives through the work I do	83%	88%
Gedling Borough Council performs well	59%	74%
Gedling Borough Council is becoming increasingly digital	62%	74%
Gedling Borough Council is becoming increasingly commercial	33%	55%

	Excellent	Good	Ok	Poor
How would you rate your current mental health?	18%	34%	33%	12%
	Improved	Worsened	Stayed the same	Not said
Over the last year has your mental health:	9%	34%	52%	5%

	Excellent	Good	Ok	Poor
How would you rate your current physical health?	9%	45%	36%	10%
	Improved	Worsened	Stayed the same	Not said
Over the last year has your physical health:	12%	30%	56%	2%

	Yes	No
Over the last year has any training that you see as being necessary or critical for the safe performance of your job not been delivered?	10%	90%
	Yes	No
Do you work in an office environment?	61%	39%

Over the last year, if you have changed your working practices to work fully or partially from home, has this led to:	Improved	Same	Worsened	N/A	Not Changed
Your efficiency	43%	36%	2%	10%	10%
Your work-life balance	58%	17%	7%	9%	10%
Your feelings about work	32%	42%	7%	9%	10%