

2018 Staff Engagement Survey

Council-wide report

26 March 2018



Contents	Page
Forward from Jo Negrini, Chief Executive	3
About the 2018 Staff Engagement Survey with tips and guidance to reading the	4
Report Guidance	4
Survey Themes	5
Your thoughts on early intervention and prevention	6
What you said are the 10 most important things to you	7

Survey themes	Page
Leadership	8
Management	9
Collaboration	10
Engagement	11
Enabling	12
Learning & development	13
Equality	14
Work/life balance	15
Comparing 2018 results to 2015	16

Next steps	Page
Personal reflections	17
For the organisation – You said, we are going to do – Timelines	18

Message from Jo Negrini, Chief Executive

Dear colleagues,

I want to acknowledge the very high rate of completion of the recent staff survey at 75%. This is well above other authorities who often struggle to reach 50%. I am now happy to share the results of what you have said and to work with you to shape our future together.

There is a lot of positive feedback within the survey particularly about so many staff living the values and being willing to help colleagues. At the same time I can see opportunities for us to do more and I want to work with you to develop ideas in response to the findings.

This is really important to me, as your views on the organisation, how you feel about working here and how confident you are in the leadership of the council will help shape what we do next. We want to be a good council that nurtures its talent and delivers excellent services for our residents.

Your Directors will receive divisional reports at the beginning of April with a plan to ensure local conversations occur to work out what these results mean for you and your teams and action plans are developed in every area in the Council; you will also have the opportunity to celebrate your strengths.

It is important that the results here can help us to understand what we do next and I am very keen that you have an opportunity to do this over the coming weeks. Please read the report carefully and feed your thoughts back in to how we should use these results.

Jo Negrini

About the 2018 Staff Engagement Survey

Eight factors have been identified as key themes to measure against for staff engagement within the 2018 staff survey. These themes represent the priority areas the organisation wants to encourage and continue to develop.

In addition, the questions in the survey were chosen in collaboration with all six staff networks groups (Women, Carers, LGBT+Allies, BAME, Mental Health and Wellbeing and Disability), Union reps, service planning ambassadors and members of the Culture Board.

To help shape our future direction we also asked you for your thoughts on 'Early Intervention & 'Prevention' and finally we asked you to respond to what matters most to you in free text.

The next steps following your review of this report is that the whole organisation will be engaged in activities with common aims of:

- i. looking deeper and making meaning of the results
- ii. deciding the things that you and your business areas feel most positive about
- iii. deciding on the statements you and your business area feel are important opportunities for improvement
- iv. Agreeing and implementing on 1-3 things you've commonly agreed to do for each improvement goal
- v. Agreeing anything else you need to achieve the improvements we want
- vi. Keeping a pulse on how we are doing

Guidance on reading the report

1. The qualitative section of the report is organised into the eight themed areas as mentioned earlier, you can choose to start on the theme that most interests you first or just review each one at a time.
 - a. Was the result what you expected?
 - b. Where there any surprises, validations?
 - c. What meaning do you make of the results?
2. Results are sorted into the "positive" (i.e. "Strongly agree", "Agree", "Somewhat agree") and the "negative" (i.e. "Somewhat disagree", "Disagree" and "Strongly disagree"). There were a few "Yes/No" type questions and "Don't know" options, which are clearly spelt out.
3. Highlight anything that stands out for you for your reference in preparation for your next sets of conversations and future action plans.

Survey themes

Eight themes and 34 questions were identified that reflected those elements we needed to measure to understand how well we are doing which are:

Leadership – measuring the range of respondents who feel very positive about the embodiment of leadership throughout the organisation, both demonstrated by the people who live our corporate values and those who model leadership behaviours.

Management – measuring how much respondents say they are positive about the management structures that are there to enable them to perform well i.e. a positive regard for their line manager, appraisals, feedback and management policies.

Collaboration – measuring to what extent respondents feel that the council is a collaborative place to work in because people are willing to help each other and express their views honestly and openly at all levels.

Engagement – measuring how much respondents are positively engaged because they are proud to work here, they feel valued, they enjoy coming to work and they have good things to say about working in the Council.

Enabling – measuring how much respondents feel enabled to do their work because they understand how their role contributes to the performance of their service, and they are able to work flexibly and with the right tools.

Learning & Development – measuring what your perceptions of development opportunities are.

Equality – measuring how much respondents feel that the council is a place where they are treated fairly and equally, where they can be themselves without fear nor prejudice.

Work/Life balance – How you feel about your work/life balance, including Health & Wellbeing.

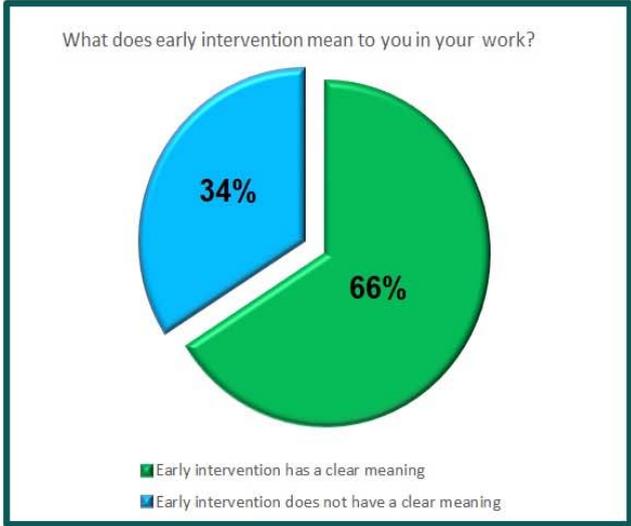
Your thoughts on 'early intervention and 'prevention'

"Community engagement & Participation"

"Being prepared to act before being needed"

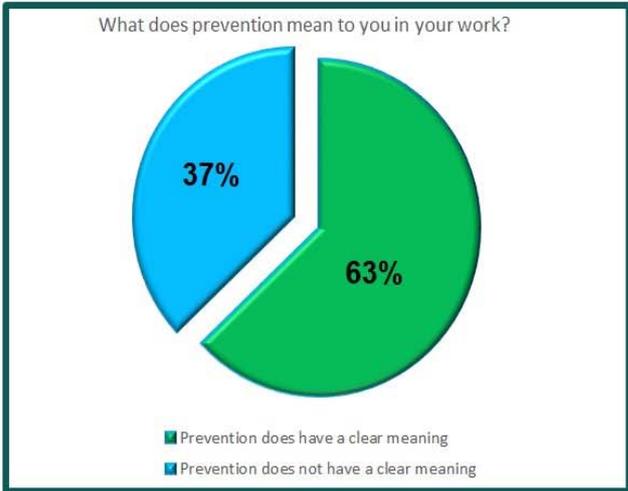
"To try & reduce the impact of a situation before something happens"

"Prevention is a major part of my work"



"Preparation is key to prevention"

"Being proactive"



"Forward planning"

"Promote initiatives that aim to improve personal resilience"

"Managing risk"

"Supporting people before they reach crisis point"

The top 10 things that matter to you most

We asked you to tell us what would improve working at the Council for you. The top 10 things you told us were:

1. Improved ICT and support, better tools to do my job (*Enabling*)
2. Consistent management across the council, e.g. application of policies (*Equality, Management*)
3. More consistent applications of workplace approaches and practices– e.g. flexible working, meeting spaces, is hot-desking effective? (*Enabling, Management*)
4. Honesty, transparency, trust, openness, fairness, one team (*Equality, Leadership*)
5. Proactive leadership in thinking long-term, being visible, communicating often (*Leadership*)
6. More joined up working, finding out more about what other services do, working across teams (*Collaboration*)
7. Learning and Development for consistent management and for career development (*Learning & Development, Leadership*)
8. Pay grading and job definition that truly and fairly reflects what you do (*Enabling, Management*)
9. Better knowledge sharing between teams and services across the Council for the benefit of everyone (*Collaboration*)
10. Plan effectively so that enough people and resources are available to deliver services (*Work/life balance*)

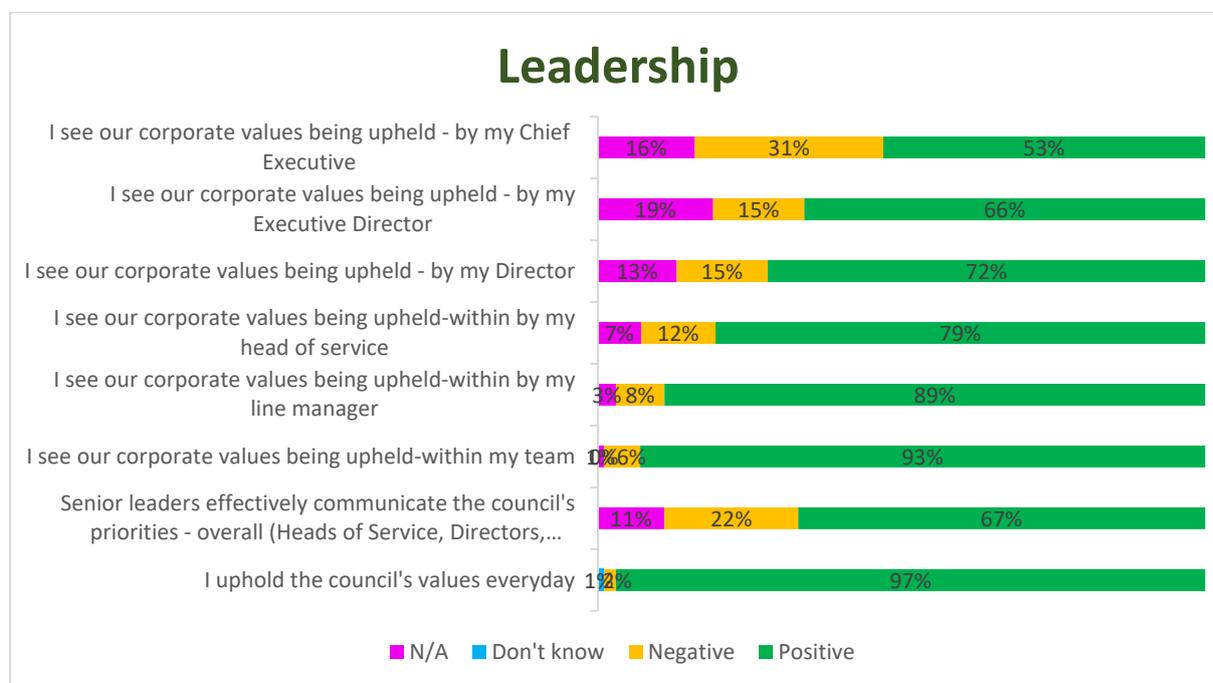
These 10 areas of concern are reflected broadly in your overall responses within the rest of the results and may inform what you and the business may decide to focus on.

For ease of interpretation, your responses have been grouped to the theme(s) they most closely reflect.

It would be good for you to consider these top 10 things as you review the rest of the report for sense checking and making meaning of the numbers that you see.

The Eight themes in a nutshell

The next section of this report reflects your overall rankings across all the questions grouped by the themes of: **Leadership, Management, Collaboration, Engagement, Enabling, Learning & development, Equality and Work/life balance**



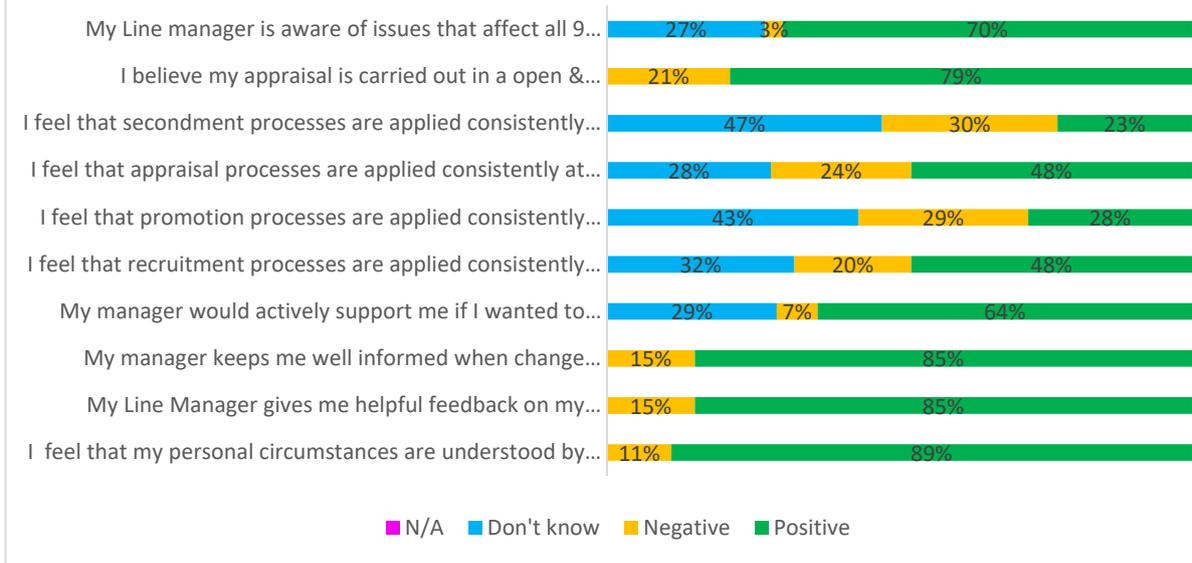
Almost all staff surveyed, feel they are upholding the council's values every day and most staff see these demonstrated by their colleagues.

The results show that leaders are setting a strong example in terms of 'living our values', however the results show the more senior the leader, the harder it is for staff to form a clear opinion on this matter. This may be due in part to proximity to the senior levels of staff on a day to day basis. We can see this as an opportunity for senior leaders to increase their 'visibility'. This is important as this issue was ranked in the top ten things that mattered most to staff.

It is encouraging to see that many staff felt senior leaders effectively communicate the council's priorities. This needs to be an ongoing effort as it is ranked as number 5 in the top ten things that would improve working at the Council for you.

In light of continuing complex change, it is recognised that sustaining open and transparent communication channels across the organisation that encourage collaboration in the organisation.

Management



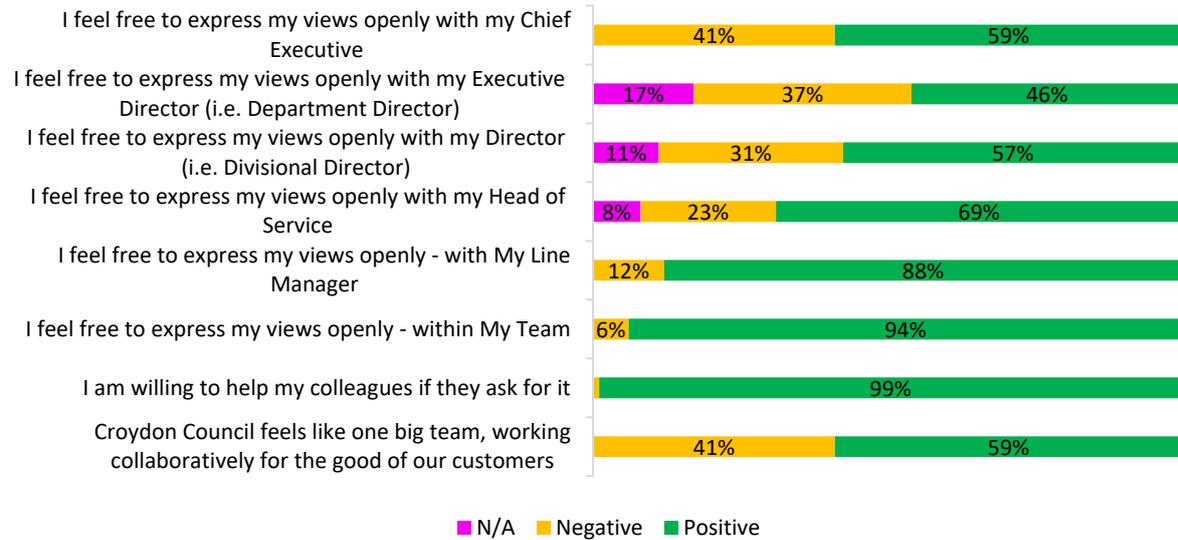
In general, managers are reported to have a high level of awareness of issues relating to 'protected characteristics and understand the personal circumstances of most of their staff.

Across the organisation, most line managers are reported to be keeping staff well informed about changes that happen in the team and provide helpful performance feedback, including an open and meaningful appraisal. This bodes well for the organisation, as research shows the relationship between a staff member and their line manager has a strong influence upon retention and performance (Macleod t 2009).

Most staff believe their manager would actively support their career progression within the council. However there are challenges around secondments and promotion processes. We need to understand how policies are applied or how we can help feel supported through these processes.

Our staff relationships with line managers and their immediate teams are strong, however, there are opportunities to improve on our appraisal practices and processes, create more consistency in our employment practices to create favourable environment where talent can flourish. This is important in how we ensure that the organisation is supportive of all staff.

Collaboration

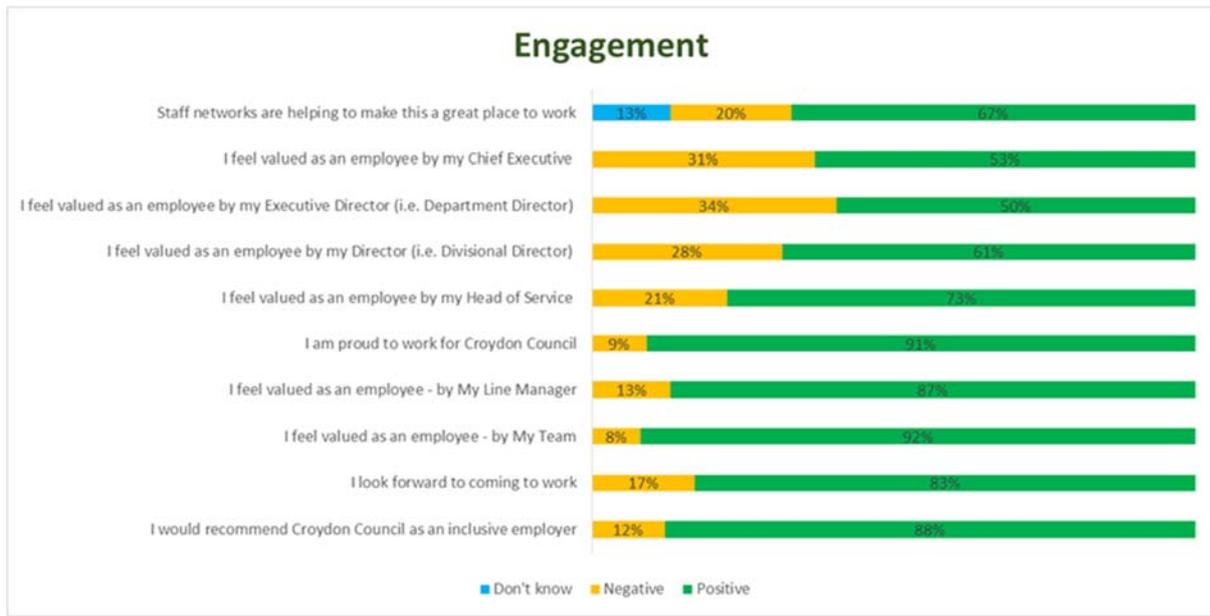


In the UK context across all sectors only 30% of employees feel like they belong to a team or their role in that team is valued, while 78% do not feel they are involved in decision making and have a 'voice' in the workplace (HR review March 2018)

At the council team working is exceptionally robust on a 'team by team' basis across the organisation, with staff feeling free to express views openly within their team and with their line manager.

These aspects are known to predict a heightened sense of motivation and job satisfaction and this is reflected in the results. There are some areas here that we need to do more on about how we collaborate as an organisation. There is also an issue about how staff feel about expressing their views and again we want to look at how we can make this more effective.

An outstanding result is that 99% of our staff are willing to help each other.



The line manager relationships are mostly strong. This is important as it correlates to performance so it is important that we look at how to improve this level of engagement and feelings of being valued.

The exceptionally high participation rate of staff completing this survey suggests strong staff engagement across the council. It is also noticeable that the results of feeling valued within teams is very high.

Awareness of staff networks continues to rise, with 1 in 4 staff taking up membership and advocacy as an inclusive employer is strong. Feedback confirms a strong sense of value received by staff from a majority of leaders, although again the more senior the leader, the harder it is for staff to form a clear opinion on this matter. We want to think about how we build engagement across all levels of the organisation.

Enabling



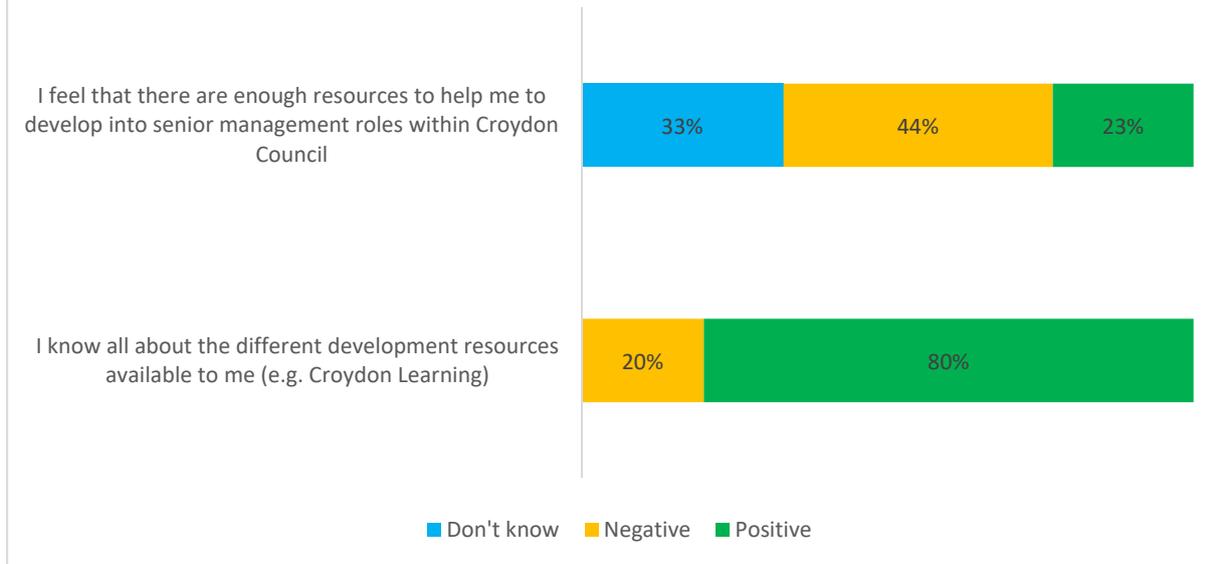
There are positive signs that our agile working policy is being widely adopted across the council and more often than not mistakes are used to learn from rather than attribute blame. Most staff are clear how their personal roles contribute to the performance of their own service, although slightly fewer claim to be fully 'equipped' to complete their work.

Feedback suggests conflicting priorities may be impacting the completion of some appraisal objectives.

Almost all employees assert that they understand how their role contributes to the performance of their service, the impact that not having the right environment to work and/or tools can overtime erode the positive regard for the ability to get done.

Having the right tools and consistent policies in the application of work place policies has been ranked as number 1 & 2 of the most important things for staff to do a good job and is somewhat supported by the results of circa 1 in 4 staff of not feeling they have right tools/resources/time to do a good job.

Learning & Development

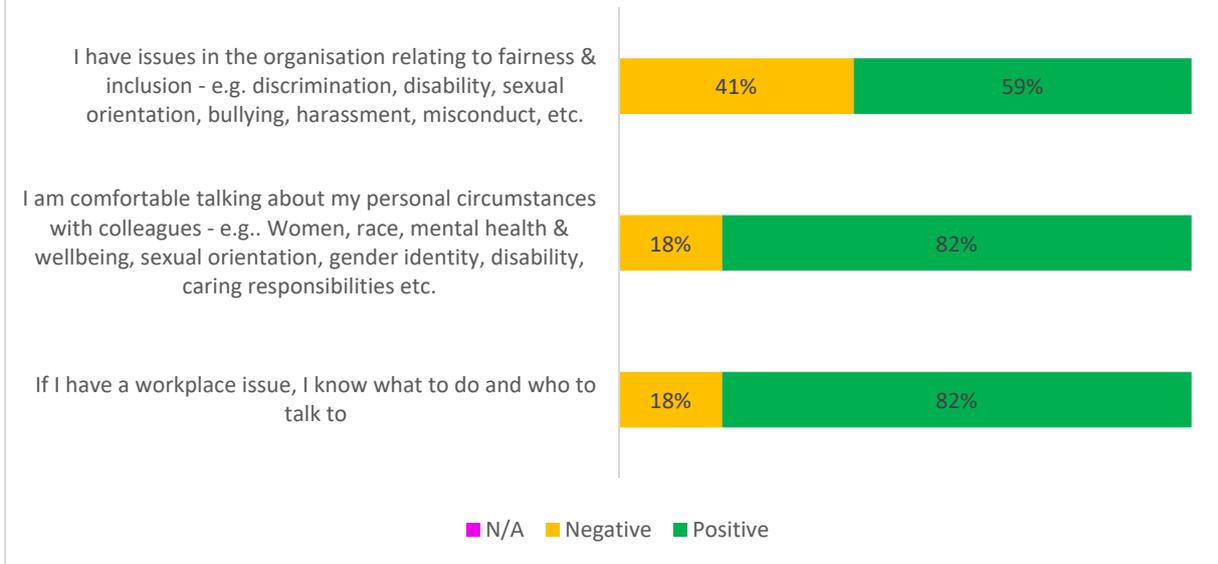


Although there is a high level of awareness about development resources available for staff, there is less apparent clarity of career opportunities and expectations.

There has been leadership development programmes, and in the last year, the decision to promote to senior posts internally first where possible. We want to understand how we can support all staff in their development. We want to look at whether the support required for staff to advance is about support, signposting or other factors and for ideas on how to address these.

As context, the audits that have been done by the Learning & Organisational development team show that significant number of people that have applied and completed a leadership development course and have applied for a new role have been successful.

Equality



The top result here around fairness and inclusion reveals that there is more that we need to do. As this is a broad question we are interested in understanding how we can respond to these results.

Our results suggest staff are now more able to talk freely about equality matters in the workplace and expect high standards of equality to become the norm.

This is reflected in the organisation being recognised as a 'Diversity Champion' following our recent Stonewall Diversity Index audit. However with just under half of those surveyed experiencing issues surrounding fairness and inclusion these aspects are highlighted as areas requiring further attention.

Worklife Balance



The best work-life balance is different for each of us because we all have different priorities and different lives.

However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are daily achievement and enjoyment.

It is positive that many people feel they have a good work life balance but we need to keep looking at this and to consider what else we can do to support those that do not feel this.

A majority of staff surveyed have reported they are managing their work/life balance and are feeling positive about their mental health and are aware of the support available at work. It will be important to continue to build upon the positive outcomes achieved so far, as satisfying a healthy work/life balance is known to have a positive impact upon performance.

Comparative trends of our perception of our culture since our last survey in 2015

2015 Question	2018 Question	2015 %	2018 %	
Job satisfaction (Q3)	I look forward to coming to work	81%	83%	
Been given realistic and achievable goals (Q28)	I have enough time to carry out my appraisal objectives	61%	69%	
Senior Leadership clearly communicates the direction in which the organisation is moving (Q31)	Senior leaders effectively communicate the council's priorities - overall	56%	67%	
I feel my appraisal results accurately reflect my performance (Q44)	I believe my appraisal is carried out in an open & meaningful way	66%	79%	
OVERALL ENGAGEMENT (aggregating several engagement-related questions)	OVERALL ENGAGEMENT (aggregating several engagement-related questions)	56%	74%	
I am confident I will have a successful career at my organisation (Q6)	OVERALL LEARNING & DEVELOPMENT (aggregating all L&D-related questions)	36%	51%	
My organisation has consistently treated me well (Q1)	OVERALL EQUALITY Theme Aggregation	61%	75%	
Job makes good use of my skills and ability (Q14)	OVERALL ENABLING Theme Aggregation	72%	82%	
My manager communicates well with me, giving me clear feedback on my work and performance (Q11)	My Line Manager gives me helpful feedback on my performance	69%	86%	
Work-life balance (Q22)	I have a good work / life balance	60%	82%	
Leaders live the Council's Values (Q32)	I see our corporate values being upheld by (my HoS, my Director, my Executive Director, My Chief Executive)	51%	72%	
Proud to work here (Q39)	I am proud to work for Croydon Council	62%	91%	
Employees' opinions influence decision-making (Q21)	I feel free to express my views openly - overall	41%	67%	
I frequently help others with heavy workloads (Q7)	I am willing to help my colleagues if they ask for it	88%	98%	
Believe in the Council's Values (Q20)	I uphold the Council's values every day	75%	97%	
Understand the connection between my work and my organisation's strategy (Q13)	I understand how my role contributes to the performance of my service	75%	91%	

Next steps: Personal reflections

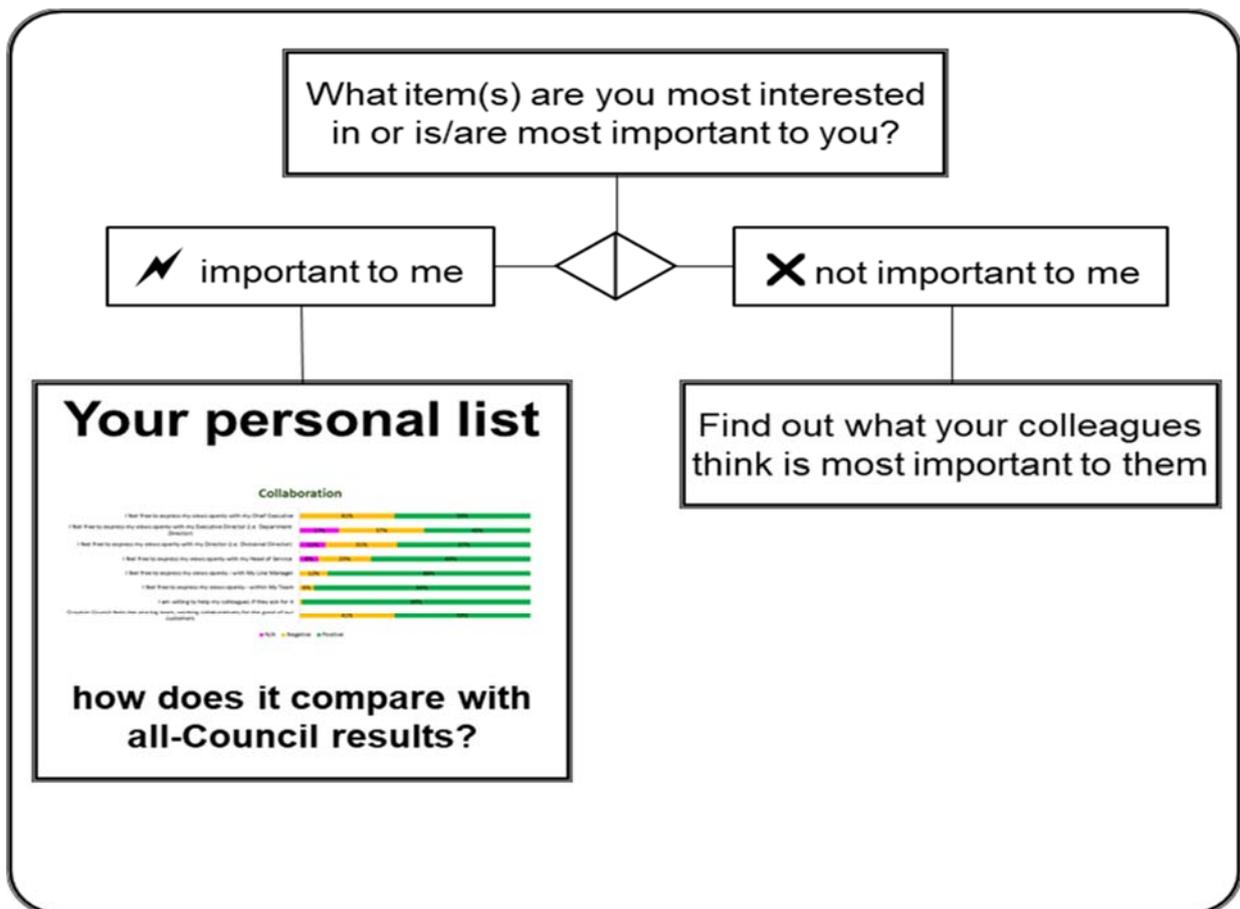
Start working with the survey data

Having read through the report, you may ask yourself, “this survey information is helpful, but how do we work with it?” What follows are few tips to get you started.

We strongly recommend:

a. you **reflect individually** on the information and b. you **join in on team and cross functional activities** that will arise from it.

b. Individual reflection





You said, we are going to do

council wide report shared with the culture board	March 26
Divisional level report sent to Directors	April 3
council wide report on intranet and staff communications	April 2-6
Briefing packs for action planning workshops for divisional management teams	April
DLT Presentations	April / May
DMT Presentations	April / May
Divisional Presentations to all staff	April / May
Network chairs leading staff conversations	April / May / June
DMT/Staff action planning workshops/focus groups	May / June
Incorporate action plans into service plans/appraisal objectives where applicable	May / June
Divisions will identify & share top 3 priorities that will inform the Target Operating Model (TOM) work and culture plan	June / July
Middle manager's conference: Jo Negrini to share thoughts on survey results/divisional action plans and relationship on vision	June 14
Temperature check guidelines and template to be provided to divisions	Aug / Sept
Quarterly divisional temperature checks to measure progress against agreed actions	Sept 2018 Dec 2018 Mar 2019
Divisional summary temperature check results to be reviewed at culture board and ELT	TBD
Ongoing review to attend to next actions/showcased at all Divisional meetings	Ongoing



Working Together

If you have any questions about this report, please contact the Learning and Organisational Development team via corporatechange@croydon.gov.uk