Wiltshire Council Staff Survey 2016

MAKE YOUR VOICE HEARD

ask
listen
action
Staff Survey 2016

Corporate Results
Report to staff and members

LIVE·WORK·LISTEN

Wiltshire Council
Where everybody matters

Survey highlights

The survey was carried out in November and December 2016, with staff given the option to respond by either electronic or paper surveys. **Some of the highlights** are shown below:

65.7%
Overall council response rate
⭐ (up 5.7% from 2014)

2898
responses

Engagement Index scores:

Wiltshire Council overall
58%
⭐ (up 2% from 2014)

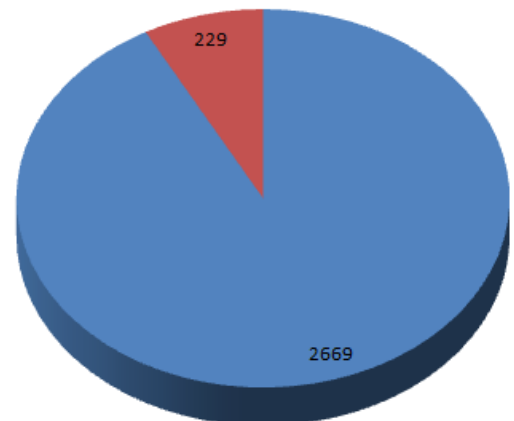Council top performers*

*Services receiving 10 or more responses

Adult Care Specialist Commissioning
85%
Employment and Skills
85%

How staff responded:

229

2669

■ Electronic
■ Paper

Fully engaged

31.7%
917 staff
(up 2.2% from 2014) ⭐

Wiltshire Council

Fully disengaged

1.2%
36 staff
⭐ (reduced 0.9% from 2014)

Introduction - a message from the Corporate Directors

Thank you to all of you who took the time to respond to the 2016 staff survey, especially those who provided comments in their responses. The feedback you gave us through this survey is an important tool in reflecting on how the last two years has affected or influenced your experiences. It helps us highlight where we continue to perform well, as well as develop action plans to address areas of concern.

2016 Survey headline results:

- ✓ Employee **Engagement Index increased** to 58% (from 56% in 2014)
- ✓ **Fully engaged staff increased** to 31.7% (from 29.5% in 2014)
- ✓ **Fully disengaged staff reduced** to 1.2% (from 2.1% in 2014)
- ✓ Staff survey **response rate increased** to 65.7% (from 60% in 2014)
- ✓ Appraisal **completion rates increased** to 59% (from 55% in 2014)

Given the demands placed upon the council during the last two years, including ongoing austerity and budget reductions, these results are a real demonstration of our resilience, adaptability and creativity.

It is vital, however, that we do not just focus on the positives; we must also take this opportunity to continue improving ourselves and our services. We want to really listen to what it is like to work at Wiltshire Council right now.

Your responses and comments, along with your feedback from the staff engagement forums in December 2016, have helped us identify four corporate priorities for development:

- **Learning and development opportunities** – We will review our learning and development offer and help you to develop "your career as your asset".

- **Resources** - We recognise that you are less satisfied than in 2014 with the resources available to effectively undertake your roles. Resources can mean many things to different people - your management teams will be talking to you about this to find out more.

- **Visibility of senior management** – Through the #EPIC staff engagement group, we will actively seek your views about what this really means to you, and find out how you think we should better engage with you.

- **Communication –** We will focus on providing clear information within an honest, open and transparent culture, and identify new opportunities for you to share knowledge and expertise with each other.

We will also continue to promote appraisals and objective setting (introduced as a result of your feedback from the 2014 survey) across all teams. These discussions are key to helping you understand the role you have in delivering our business plan.

Working together towards these priorities will support the Council in developing a culture where staff are empowered, innovation is encouraged and collaboration becomes second nature - we look forward to achieving this with you.

Carlton and Carolyn – Corporate Directors

Staff survey 2016 results

This report summarises the 2016 staff survey results against the contexts of the six themes of the previous People Strategy and a "first pass" assessment against the three pillars of the proposed new 2017–21 People Strategy. It is divided into two parts:

✓ This first section summarises the results from the survey and details the key messages from the responses.

✓ The second section provides a full breakdown of results for each staff survey question. This can be used to highlight positive feedback and support discussions within teams about areas requiring improvement or corrective action.

Survey key messages:

This table shows the percentage change in positive responses for each of the 10 groups of questions in the survey.

- Five of these areas saw increases in positive responses (ranging between 1 and 3 percentage points).
- Of the five remaining areas, one remained static and three saw reductions in positive responses of a similar order. The fourth area (learning and development) saw a significant reduction of 14 percentage points (57% to 43%):

Section	2016 Average % Positive Responses	2014 Average % Positive Responses	2012 Average % Positive Responses	Change in % Positive Responses (2014 to 2016)
Change	67	65	61	+2%
Your role	64	63	63	+1%
Culture, Wellbeing & Safety	80	77	73	+3%
Reward & Recognition	59	62	58	-3%
Communication*	56	58	53	-2%
Management & Leadership	53	53	50	0%
Learning & Development	43	57	52	-14%
Employee Engagement	58	56	51	+2%
Team Work	76	75	72	+1%
Customers	69	70	68	-1%

* denotes sections which only include questions common to both 2016 and 2014 surveys

People Strategy themes and pillars:

Some of the survey questions are designed to indicate the level of positivity in relation to our previous People Strategy themes. When analysing the results, we group these questions together under the relevant theme and use the individual scores to calculate an overall score for each theme.

These thematic scores are used to support the development of corporate priorities and service-led action planning. For the 2016 survey, there are two parts to this thematic scoring:

✓ To ensure a consistent baseline for comparison with previous surveys, the first table shows the positive response scores relating to the six former People Strategy (2011-15) themes.

✓ In order to establish a datum for how staff views are aligning with the proposed new People Strategy (2017-21) pillars of Empowerment, Innovation and Collaboration, the second graphic shows the results for both positive and negative responses for each pillar.
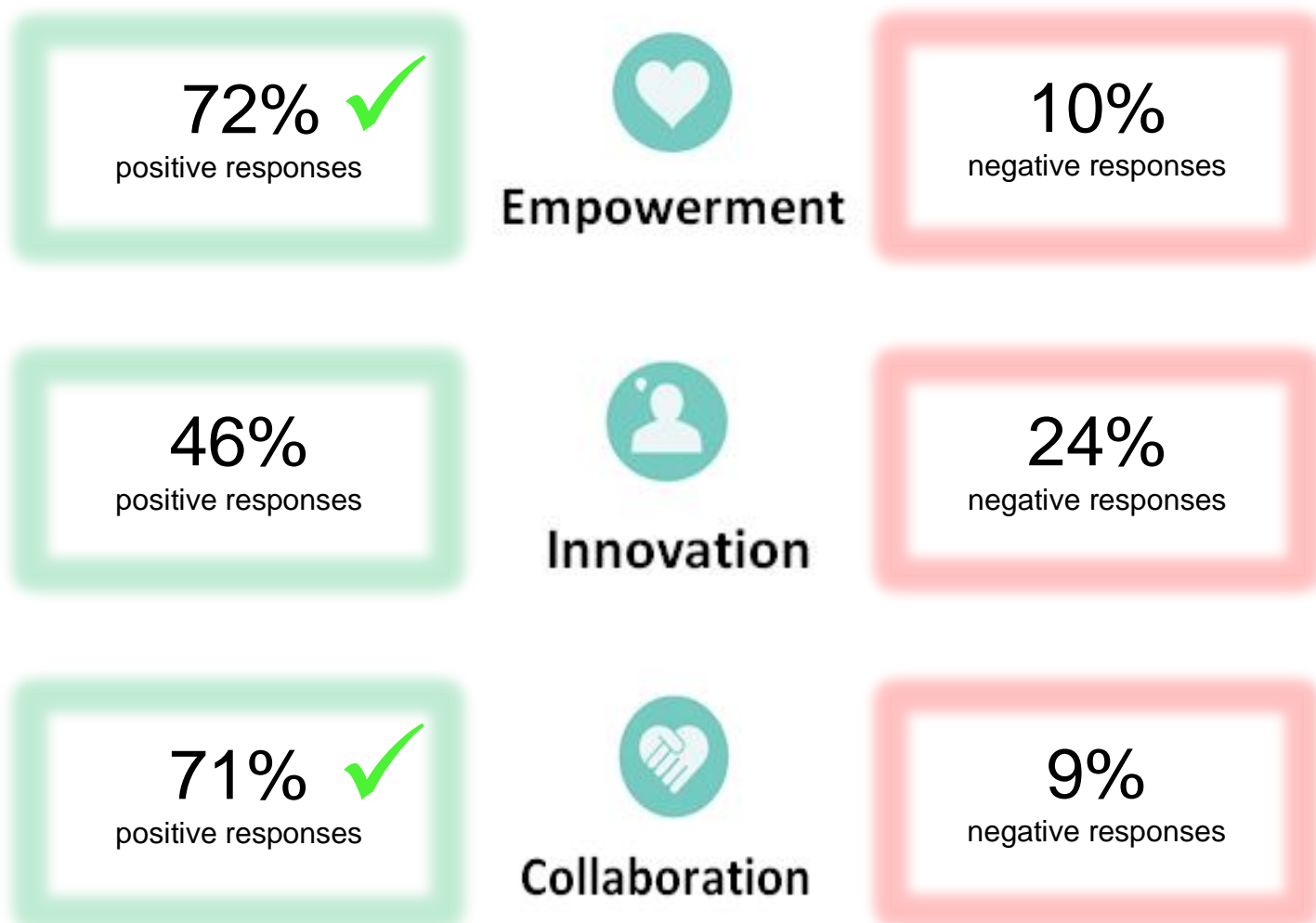
Previous People Strategy (2011-15) six themes.

Whilst there are minor variations in the percentages between the 2014 and 2016 surveys, the overall position at theme level is that positivity has remained at similar levels over the last two years:

Theme	2016 Average % Positive Responses	2014 Average % Positive Responses	2012 Average % Positive Responses	Change in % Positive Responses (2014 to 2016)
Community focused culture	73	74	72	-1%
Innovative Ideas	53	55	50	-2%
Proud, passionate people	53	52	45	+1%
Simple, effective systems	67	68	64	-1%
Smart workforce planning	61	61	59	0%
Strong leadership and vision	51	51	47	0%

New People Strategy (2017-21) three pillars.

The degree to which staff identify with the proposed new People Strategy pillars and positively recognise them within their workplaces can be assessed using their responses to specific groups of questions in the survey. The graphic below gives summary results for positive and negative responses for each of the pillars, shown as a percentage of the total number of survey respondents:

72% ✓ positive responses	Empowerment	10% negative responses
46% positive responses	Innovation	24% negative responses
71% ✓ positive responses	Collaboration	9% negative responses

Important Notes:

- ✓ Detailed breakdowns of responses to the individual questions which inform both the previous People Strategy themes and the new People Strategy pillars can be found later in this report.

Employee engagement:

As in previous years, the 2016 staff survey contained a number of questions specifically designed to indicate levels of staff "Engagement". This table shows the percentage of scores assessed as being "positive"; the average of these is then used to give a score known as the Employee Engagement Index:

		2016 Average % Positive Responses	2014 Average % Positive Responses	2012 Average % Positive Responses
Say	43. I am proud to work for Wiltshire Council	62	62	55
Say	44. I would recommend Wiltshire Council as a great place to work	54	53	45
Stay	45. I feel committed to the organisation's goals	72	70	66
Stay	46. I feel a strong sense of belonging to this organisation	50	49	43
Strive	47. Working for Wiltshire Council makes me want to do the best job I can	63	61	57
Strive	48. Wiltshire Council motivates me to contribute more than is normally required in my work	44	43	38
	Employee Engagement Index	**58**	56	51

The overall employee engagement index for Wiltshire Council is 58%; this is an improvement from the previous score of 56% in 2014. In addition to the increase in the overall engagement index, all six questions relating to staff engagement saw increases in the number of positive responses compared to 2014.

There was also a positive increase in the number of staff responding positively to all six of these questions ("fully engaged"). 917 staff (31.7% of respondents) indicated that they either agreed or strongly agreed; this has improved from the 2014 results of 822 staff (29.5% of respondents).

Results showed a corresponding decrease in the number of staff responding negatively to all six of these questions ("fully disengaged"). 36 staff (1.2% of respondents) indicated that they either disagreed or strongly disagreed; this is an improvement from the 2014 results of 59 staff (2.1% of respondents).
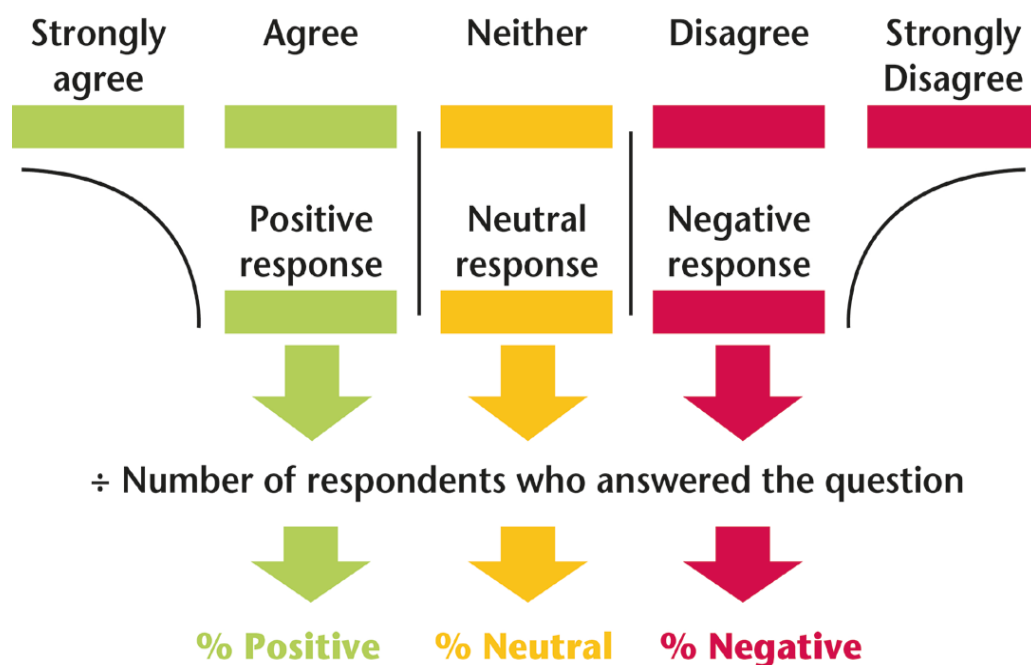
Both of these results maintain the improving trends in staff engagement seen between the 2012 and 2014 survey.

Important Notes:

- ✓ These figures do not include casual or agency workers.

- ✓ Staff engagement figures and Index are based on responses to questions in the survey designed to indicate the level of "Engagement"; these are questions 43 to 48.

- ✓ The Engagement Index figure is based on only "positive" responses to questions 43 to 48; the average of these responses is calculated to give an employee engagement index.

- ✓ Fully engaged staff are defined as those who responded to all six of these questions with either "agree" or "strongly agree".

- ✓ Fully disengaged staff are defined as those who responded to all six of these questions with either "disagree" or "strongly disagree".

Results by question

The tables below provide a breakdown of responses to individual questions in the staff survey. These show how staff responded to each of the questions, represented as percentages which fall into one of three categories: Positive, Neutral or Negative. The way that responses are categorised is shown below:

Strongly agree	Agree	Neither	Disagree	Strongly Disagree
	Positive response	Neutral response	Negative response	

÷ Number of respondents who answered the question

% Positive   **% Neutral**   **% Negative**

Important Notes:

- ✓ Results are presented as whole numbers to make the results easier to read.
- ✓ A low % response rate could mean that survey results don't fully represent the views of staff in that service area.
- ✓ Original values have been rounded down (.00 to .49) or rounded up (.50 to .99) at the final stage of calculating the results.
- ✓ This rounding means that some results may total slightly more or less than 100%
- ✓ Questions from the Workplace Health section of the survey were included to enable the Health and Wellbeing Team to benchmark progress against priorities from the 2015 Workplace Health Survey; as such, those responses have been excluded from these results.

This table shows staff survey response rates achieved by directorate (as a percentage of their headcount), ranked highest to lowest:

Service Area	Response rate
Economy and Planning	85%
Corporate Function, Procurement & Programme Office	79%
People and Business	77%
Adult Care Commissioning & Housing	76%
Communities & Communications	74%
Commissioning, Performance and Schools Effectiveness	68%
Adult Social Care Operations	68%
Finance	67%
Legal and Governance	64%
Operational Children's Services	63%
Public Health	58%
Highways and Transport	50%
Waste and Environment	40%
Wiltshire Council	65.7%

These tables provide detailed breakdowns of responses to the individual questions which inform both the previous People Strategy themes and the new People Strategy pillars:

Results for 2011-15 People Strategy themes - individual questions:

Community-focused culture		% Positive 2016	% Positive 2014	% Positive 2012	Change in % Positive Responses (2014 to 2016)
20	The council has made it clear about how I am expected to behave	96	95	92	**+1%**
53	Where I work we get feedback on how satisfied our customers are with our work	54	55	56	**-1%**
54	We act on the feedback we receive from customers	65	66	66	**-1%**
55	My team regularly looks for ways of improving services to our customers	76	78	74	**-2%**
Theme Average		**73**	**74**	**72**	**-1%**

Innovative ideas		% Positive 2016	% Positive 2014	% Positive 2012	Change in % Positive Responses (2014 to 2016)
2	Wiltshire Council manages change effectively	43	43	38	**0%**
3	I am able to make decisions without fear of being blamed if things go wrong	60	56	50	**+4%**
41	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	45	61	55	**-16%**
47	Working for Wiltshire Council makes me want to do the best job I can	63	61	57	**+2%**
Theme Average		**53**	**55**	**50**	**-2%**

Proud, passionate people		% Positive 2016	% Positive 2014	% Positive 2012	Change in % Positive Responses (2014 to 2016)
43	I am proud to work for Wiltshire Council	62	62	55	0%
44	I would recommend Wiltshire Council as a great place to work	54	53	45	+1%
46	I feel a strong sense of belonging to this organisation	50	49	43	+1%
48	Wiltshire Council motivates me to contribute more than is normally required in my work	44	43	38	+1%
Theme Average		**53**	**52**	**45**	**+1%**

Simple, effective systems		% Positive 2016	% Positive 2014	% Positive 2012	Change in % Positive Responses (2014 to 2016)
5	My line manager is open to my ideas and suggestions for change	78	77	73	+1%
10	I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance	64	64	57	0%
17	Where I work I have the resources I need to do my job effectively	58	65	61	-7%
49	There is good co-operation between teams I work with	69	67	65	+2%
Theme Average		**67**	**68**	**64**	**-1%**

Smart workforce planning		% Positive 2016	% Positive 2014	% Positive 2012	Change in % Positive Responses (2014 to 2016)
4	I am aware of the council's vision and aims	80	77	73	+3%
8	I have had an appraisal in the last 12 months	59	55	61	+4%
35	I am confident that on important matters my thoughts are communicated upwards by my line manager	65	61	55	+4%
42	The learning and development I have received is helping to develop my career	41	52	48	-11%
Theme Average		**61**	**61**	**59**	**0%**

Strong leadership and vision		% Positive 2016	% Positive 2014	% Positive 2012	Change in % Positive Responses (2014 to 2016)
25	My line manager recognises and acknowledges when I have done my job well	76	75	71	+1%
36	My line manager motivates and inspires me to be more effective in my job	62	61	53	+1%
38	Our leaders (associate directors and corporate directors) are sufficiently visible	30	36	37	-6%
40	Poor performance is dealt with effectively where I work	34	32	28	+2%
Theme Average		**51**	**51**	**47**	**0%**

Results for 2017-21 People Strategy pillars – individual questions:

Empowerment		% Positive	% Negative
3	I am able to make decisions without fear of being blamed if things go wrong	60	16
5	My line manager is open to my ideas and suggestions for change	78	7
14	I understand how my work contributes to the success of the organisation	86	4
36	My line manager motivates and inspires me to be more effective in my job	62	12
	Pillar Average	**72**	**10**

Innovation		% Positive	% Negative
2	Wiltshire Council manages change effectively	43	24
41	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	45	31
48	Wiltshire Council motivates me to contribute more than is normally required in my work	44	15
17	Where I work I have the resources I need to do my job effectively	58	25
42	The learning and development I have received is helping to develop my career	41	23
	Pillar Average	**46**	**24**

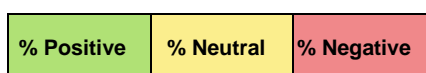| Collaboration		% Positive	% Negative
50	I am clear how the objectives of my role link to my team's / service's objectives	83	5
53	Where I work we get feedback on how satisfied our customers are with our work	54	19
54	We act on the feedback we receive from customers	65	7
56	I believe my job makes a difference to the community	81	4
	Pillar Average	**71**	**9**

Change

			% Positive 2016	% Positive 2014	% Positive 2012
		Section Average: 67% Positive			
		% Positive | % Neutral | % Negative			
02	Wiltshire Council manages change effectively	43 | 32 | 24	43	43	38
03	I am able to make decisions without fear of being blamed if things go wrong	60 | 24 | 16	60	56	50
04	I am aware of the council's vision and aims	80 | 15 | 5	80	77	73
05	My line manager is open to my ideas and suggestions for change	78 | 15 | 7	78	77	73
06	I understand why changes are made	74 | 19 | 7	74	72	70

Your Role

			% Positive 2016	% Positive 2014	% Positive 2012
		Section Average: 64% Positive			
		% Positive | % Neutral | % Negative			
07	My line manager has made it clear about what I am expected to achieve in my role/job	82 | 11 | 7	82	81	76
08	I have had an appraisal in the last 12 months *	59 | 4 | 37	59	55	61
09	The appraisal process is a useful tool in aiding personal development and/ or improving performance	52 | 30 | 18	52	54	61
10	I receive regular and constructive feedback from my line manager which helps me to focus on improving my performance	64 | 20 | 16	64	64	57
11	My work load is about right for the time that I have	53 | 17 | 30	53	50	50
12	My job makes good use of my skills and abilities	72 | 14 | 14	72	72	68
13	I am able to strike the right balance between my work and home life	70 | 15 | 16	70	68	67
14	I understand how my work contributes to the success of the organisation	86 | 10 | 4	86	85	84
15	I have enough time to do my job effectively	51 | 20 | 30	51	49	48
16	I can meet the requirements of my job without regularly working excessive hours	55 | 20 | 24	55	54	53

* Question options were "Yes", "No" and "I have not finished my probationary period".
 % Positive = "Yes" responses; % Negative = "No" responses; % Neutral = "I have not finished my probationary period".
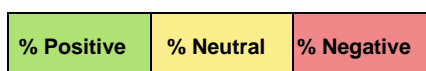
Culture, wellbeing and safety

		% Positive	% Neutral	% Negative	% Positive 2016	% Positive 2014	% Positive 2012
17	Where I work I have the resources I need to do my job effectively	58	17	25	58	65	61
18	I am satisfied with my working conditions (e.g. noise, light, decoration, cleanliness, temperature and space)	63	14	24	63	61	58
19	I am treated with fairness and respect at Wiltshire Council	76	15	8	76	73	69
20	The council has made it clear about how I am expected to behave	96	41		96	95	92
21	Health and Safety is taken seriously in this organisation	83	12	6	83	78	77
22	In the last year, I have personally experienced bullying or harassment whilst at work. *	91		9	91	91	78
23	In the last year, I have personally experienced discrimination whilst at work. *	95		5	95	95	n/a
24	I would feel able to report bullying/ harassment or discrimination without worrying that I would be treated in a negative way	74	15	10	74	70	n/a

Section Average: 80% Positive

* Question options were "Yes" or "No". Results reversed for these questions, i.e.
% Positive figure = those who ticked "No";   % Negative figure = those who ticked "Yes".

Reward and recognition

		% Positive	% Neutral	% Negative	% Positive 2016	% Positive 2014	% Positive 2012
25	My line manager recognises and acknowledges when I have done my job well	76	16	8	76	75	71
26	I feel valued and recognised for the work I do	66	21	13	66	62	56
27	I think that corporate awards are a good way to value and recognise staff for the work that they do	30	42	28	30	35	n/a
28	I am aware of the Wiltshire Rewards staff benefits scheme *	90		10	90	90	n/a
28a	I believe that the Wiltshire Rewards scheme enhances the council's benefits package	39	46	14	39	38	n/a
29	Considering my duties and responsibilities, I am satisfied with the total benefits package that I receive	53	25	22	53	50	47

Section Average: 59% Positive

* Question options were "Yes" or "No": % Positive figure = those who ticked "Yes";   % Negative figure = those who ticked "No".
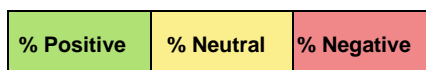
Communication

	% Positive	% Neutral	% Negative
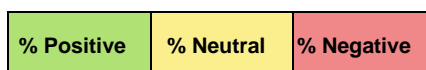
			% Positive 2016	% Positive 2014	% Positive 2012
30	I am satisfied that the information I receive from management within my service on what is going on in Wiltshire Council enables me to do my job effectively	60 / 27 / 13	60	63	58
31	Senior Management (Head of service and above) are open and honest in their communication with staff	47 / 35 / 17	47	49	38
32	The information contained in the Electric Wire (weekly email newsletter) is useful and informative	61 / 32 / 7	61	63	64
33	I use "The Wire" (staff intranet) regularly to obtain information	58 / 25 / 17	58	n/a	n/a
34	Did you attend one of the recent staff forums *	56 / 44	56	n/a	n/a
34a	I found the staff forum useful and informative	53 / 33 / 15	53	n/a	n/a

Management and leadership

	% Positive	% Neutral	% Negative

			% Positive 2016	% Positive 2014	% Positive 2012
35	I am confident that on important matters my thoughts are communicated upwards by my line manager	65 / 24 / 11	65	61	55
36	My line manager motivates and inspires me to be more effective in my job	62 / 26 / 12	62	61	53
37	My line manager trusts me to take responsibility for my work	90 / 6 / 3	90	89	87
38	Our leaders (associate directors and corporate directors) are sufficiently visible	30 / 33 / 36	30	36	37
39	I have confidence in our leaders (associate directors and corporate directors)	38 / 45 / 17	38	39	37
40	Poor performance is dealt with effectively where I work	34 / 39 / 27	34	32	28

Learning and development

		% Positive / % Neutral / % Negative	% Positive 2016	% Positive 2014	% Positive 2012
		Section Average: 43% Positive			
41	There are sufficient opportunities for me to receive training and development to improve my skills in my current job	45 / 24 / 31	45	61	55
42	The learning and development I have received is helping to develop my career	41 / 37 / 23	41	52	48

Employee engagement

		% Positive / % Neutral / % Negative	% Positive 2016	% Positive 2014	% Positive 2012
		Section Average: 58% Positive			
43	I am proud to work for Wiltshire Council	62 / 31 / 7	62	62	55
44	I would recommend Wiltshire Council as a great place to work	54 / 35 / 12	54	53	45
45	I feel committed to the organisation's goals	72 / 25 / 3	72	70	66
46	I feel a strong sense of belonging to this organisation	50 / 36 / 13	50	49	43
47	Working for Wiltshire Council makes me want to do the best job I can	63 / 31 / 7	63	61	57
48	Wiltshire Council motivates me to contribute more than is normally required in my work	44 / 41 / 15	44	43	38
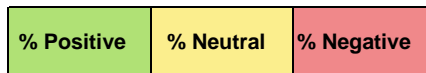
Team work

		% Positive / % Neutral / % Negative	% Positive 2016	% Positive 2014	% Positive 2012
		Section Average: 76% Positive			
49	There is good co-operation between teams I work with	69 / 17 / 14	69	67	65
50	I am clear how the objectives of my role link to my team's/service's objectives	83 / 13 / 5	83	82	78
51	The people in my team co-operate to get the work done	87 / 8 / 5	87	86	84
52	Where I work we have effective team meetings	64 / 21 / 15	64	63	60
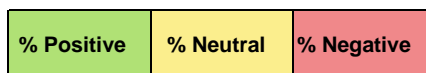
Customers

| % Positive | % Neutral | % Negative |
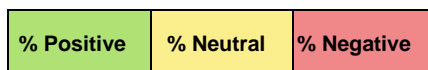
			% Positive 2016	% Positive 2014	% Positive 2012
53	Where I work we get feedback on how satisfied our customers are with our work	54 / 27 / 19	54	55	56
54	We act on the feedback we receive from customers	65 / 28 / 7	65	66	66
55	My team regularly looks for ways of improving services to our customers	76 / 18 / 6	76	78	74
56	I believe my job makes a difference to the community	81 / 16 / 4	81	81	79
57	In my opinion the council is committed to customer satisfaction	68 / 25 / 7	68	69	67

Action

| | Section Average: 55% Positive |

| % Positive | % Neutral | % Negative |
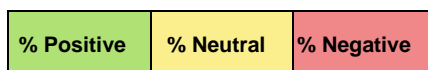
			% Positive 2016	% Positive 2014	% Positive 2012
58	Did you complete a staff survey in 2014? *	73 / 27	73	69	68
59	I believe that action will be taken on problems identified in this survey	37 / 40 / 22	37	37	39

* Question options were "Yes" or "No": % Positive figure = those who ticked "Yes"; % Negative figure = those who ticked "No".