

Wiltshire Council

Cabinet

17 March 2015

Subject: Wiltshire Council 2014 staff survey outcomes

Cabinet member: Cllr Stuart Wheeler - Hubs, Heritage & Arts, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services).

Key Decision: No

Executive Summary

The results of the 2014 Staff Survey are very positive, the overall employee engagement index score has increased and there has been a rise in the number of fully engaged employees, compared to 2012.

For 2015-16 a corporate focus on ensuring all staff have an effective appraisal and development plan, alongside involving staff in action planning based on results for their own service areas, is intended to deliver further improvements.

Proposal(s)

Cabinet to note the content of the corporate staff survey report and priorities arising.

Reason for Proposal

Cabinet have requested to be kept updated regarding staff survey outcomes and trends, particularly regarding staff engagement, recognising that the ability to deliver business plan outcome relies on having an engaged workforce.

Report brought by

Carolyn Godfrey, Maggie Rae, Carlton Brand - Corporate Directors

Wiltshire Council

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17 March 2015

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Key Decision: No

Purpose of Report

1. To provide Cabinet with an overview of the 2014 staff survey results, highlighting key messages and priorities arising.

Relevance to the Council's Business Plan

2. The staff survey is a key way in which we measure staff engagement. An engaged workforce is important to the council's ability to deliver our people strategy and business plan outcomes.

Main Considerations for the Council

3. Overall the survey results show continued improvements in the way staff view Wiltshire Council as an employer. Within each main section of the survey responses have been as positive, or more positive, than in 2012.

Section	2014 Average Positive Responses	2012 Average Positive Responses	Change in % Positive Responses
Change	65	61	+4%
Your role	63	63	0%
Culture, wellbeing and safety	77	73	+4%
Reward and Recognition	62	58	+4%
Communication	60	57	+3%
Management and Leadership	53	50	+3%
Learning and Development	57	52	+5%
Employee engagement	56	51	+5%
Team Work	75	72	+3%
Customers	70	68	+2%

- There has been a rise of 4.9% in the number of “fully engaged staff” (measured through the questions in the table below) and a reduction in those whose responses show them to be fully disengaged.

			% Positive	
			2014	2012
Say	42	I am proud to work for Wiltshire Council.	62	55
	43	I would recommend Wiltshire Council as a great place to work.	53	45
Stay	44	I feel committed to the organisation's goals.	70	66
	45	I feel a strong sense of belonging to this organisation.	49	43
Strive	46	Working for Wiltshire Council makes me want to do the best job I can.	61	57
	47	Wiltshire Council motivates me to contribute more than is normally required in my work.	43	38
Employee Engagement Index			56	51

- The survey responses continue to reflect strong embedding of the behaviours framework, with 95% of staff stating they understand the behaviours that are expected of them.
- Whilst the results indicate good employee engagement we recognise the need for continual improvement. Based on survey feedback have created a single corporate priority “Every employee to have an annual appraisal and clear development plan”. By focusing on this single priority area it is intended that both staff engagement and indicators related to people strategy themes, measured through the survey, will be positively impacted.
- There is already work taking place which will help to deliver on this priority – including the launch of a new council wide learning and performance management system, planned for Spring 2015, which will support managers in carrying out effective performance and development discussions with their staff. This system will also promote more social learning and networking across the council to help staff share knowledge and be actively involved in creating a learning culture.
- In addition a further corporate priority is that “Everyone should be involved in making improvements through service level planning” with a requirement for all services to carry out action planning involving staff in making positive changes based on the survey responses within their own areas.
- Heads of service have been provided with reports together with a toolkit designed to support them in undertaking this effective action planning with their teams and will be supported by the senior team to deliver on this priority.
- Staffing Policy Committee will be updated regarding staff survey results and actions to implement corporate priorities at the committee meeting on 4 March 2015.

Background

11. The 2014 staff survey ran between 20 October and 7 November 2014 for staff to complete online.
12. Frontline staff without access to work laptops were provided with paper copies of the survey and the deadline date for submission of these was extended until Tuesday 18 November 2014.
13. The overall response rate across Wiltshire Council was 60% which was the same as in 2012 and is a good response rate for an organisation of this size.
14. The survey responses have been collated to provide an overall corporate report which is available via HR Direct and was communicated to staff and managers on 10 February 2015.

Safeguarding Implications

15. None

Public Health Implications

16. None

Corporate Procurement Implications

17. None

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

18. None

Environmental and Climate Change Considerations

19. None

Risk Assessment

20. None

Risks that may arise if the proposed decision and related work is not taken

21. None

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

22. None

Financial Implications

23. None

Legal Implications

24. None

Options Considered

25. Not applicable

Conclusions

26. Overall the 2014 staff survey results indicate improvements in staff engagement. A corporate focus on ensuring all staff have an effective appraisal and development plan, alongside involving staff in action planning based on results for their own service areas, will deliver further improvements in 2015-16.

Proposal

27. Cabinet to note the content of the report and corporate priorities arising.

Reason for Proposal

28. Cabinet have requested to be kept updated regarding staff survey outcomes and trends, particularly regarding staff engagement, recognising that the ability to deliver business plan outcome relies on having an engaged workforce.

Carolyn Godfrey, Maggie Rae, Carlton Brand – Corporate Directors

Lead Officer: Barry Pirie, Associate Director – People and Business
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Background Papers

None
