

**TELFORD & WREKIN COUNCIL
 CABINET 7/1/2021
 EMPLOYEE SURVEY FINDINGS
 REPORT OF THE ASSOCIATE DIRECTOR: POLICY & GOVERNANCE
 LEAD CABINET MEMBER RAE EVANS, CABINET MEMBER FOR FINANCE AND
 GOVERNANCE**

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1. To present the headline findings of the Employee Survey and proposed development of the Council's response to the survey findings.

2. RECOMMENDATIONS

2.1. It is recommended that Cabinet:

- notes the headline findings of the Employee Survey;
- approves the proposed approach to developing and delivering the Employee Survey Action Plan and associated timetable for delivery.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<i>A community-focussed, innovative council providing efficient, effective and quality services</i>
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/DELIVERY DATE	<i>Employee Survey Action Plan to be implemented by end of October 2021</i>	
FINANCIAL/VALUE FOR MONEY IMPACT	No	There are no immediate financial implications arising from the recommendations contained within this report. It is intended that, when developed, the action plan will be delivered from within existing budgeted resources. KC 4/1/2021

LEGAL ISSUES	No	There are no direct legal implications arising out of this report. AL 4/1/2021
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The implementation of the Action Plan creates the opportunities to continue to develop our position as an 'employer of choice' for both existing and potential future employees.
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1. Throughout the Autumn of 2020 a survey was undertaken to explore employees' experiences of working for the Council. The themes of the survey were:

- My work
- My team & line manager
- Inclusion & fair treatment
- Wellbeing
- Working from home in the pandemic
- Working for the Council

4.2. As this was the first employee survey for some time, it was important that all employees were able to take part. To achieve this, the questionnaire was available online and as a paper questionnaire for those employees where access to the online questionnaire was limited. Underpinning the survey was a rigorous communication programme to encourage participation.

4.3. Overall, the survey achieved **an outstanding response rate of 56%** demonstrating that employees welcomed the opportunity to share their views about working for the Council.

The Findings

4.4. Overall, the results of the survey were very positive. Employees demonstrated their commitment to the priorities of the organisation, good working relationships within teams, trust by managers, an overall positive experience of working from home during the pandemic, and that the Council is a great place to work. These findings have been reinforced by analysis of the open ended questions contained within the questionnaire, which included the following comments:

- *“Been working for Telford & Wrekin for 11 years and **can’t imagine working for anyone else**. I have been well treated throughout and have been given opportunities for develop[ment] and progress in my career.”*
- *“I talk with great honour to people about my team, what we do and **how great we are!**”*
- *“Telford and Wrekin is **a great employer for me**. I feel supported and encouraged.”*

4.5. As well as strengths, the survey has identified those matters which employees felt there was some room for further development – the organisation will explore and develop a response to these matters as part of the development of the Council’s reputation as an employer of choice. These matters focussed on managing stress and workload pressure, opportunities and support to learn and develop, employee recognition and issues around home working in terms of social isolation and wellbeing.

4.6. Table 1 presents the strengths and areas for further exploration against the survey themes. Against each statement in the table, the percentage of respondents that agreed with statement and the percentage that disagreed are shown in brackets. These two figures may not sum to 100 as respondents could also answer neither agree nor disagree.

Table 1: Strengths and Areas to Explore by Survey Theme

Theme	Strengths	Areas for further exploration
‘My Work’	<ul style="list-style-type: none"> • I am interested in my work (94%/1%) • People understand how their work contributes to the Council’s Priorities (92%/2%) 	<ul style="list-style-type: none"> • I feel involved in decisions that affect my work (67%/13%)
‘My Team & Line Manager’	<ul style="list-style-type: none"> • I can rely on colleagues in my team to pull together and help me when I need it (90%/3%) 	<ul style="list-style-type: none"> • Opportunities to learn and develop (74%/9%) • Receipt of constructive feedback (72%/12%)
‘Inclusion & Fair Treatment’	<ul style="list-style-type: none"> • The Council respects employees regardless of their background (90%/3%) • Being treated fairly at work (88%/4%) 	<ul style="list-style-type: none"> • Feeling valued for my work (72%/11%)
‘Wellbeing’	<ul style="list-style-type: none"> • Able to use initiative & judgement (92%/2%) • Having some say over the way I work (86%/4%) 	<ul style="list-style-type: none"> • Feeling under strain at work (43%/28%) / • Managers supporting employees to manage their workload (66%/10%) • Able to manage stress levels (75%/6%)
‘Working from Home’	<ul style="list-style-type: none"> • Trusted by manager (93%/2%) / • Been able to work effectively (90%/3%) • Positive experience of Microsoft Teams (91%/3%) 	<ul style="list-style-type: none"> • Felt social isolation (38%/42%) • Positive impact on mental wellbeing (54%/13%) • Positive impact on physical health (64%/18%)

Theme	Strengths	Areas for further exploration
'Working for the Council'	<ul style="list-style-type: none"> Recommend the Council as a great place to work (83%/2%). 	<ul style="list-style-type: none"> The Council inspiring me to be the best I can be at my job (70%/4%) Feeling proud that I work for the Council (77%/2%)

Employee Survey Action Plan

4.7. Based on the findings of the survey, particularly the questions where there were lower levels of positive responses, an Employee Survey Action Plan is in development structured by the following themes.

- **Wellbeing Support for Employees** - focussing on supporting and addressing issues around workload pressures/strain and issues of social isolation from working at home.
- **Employee development** - to ensure all employees have opportunities to learn and develop linked to career pathways and opportunities.
- **Employee recognition & engagement** - looking at ways in which employees can feel more valued for their work and being involved in decisions that affect their work.
- **Workforce policies** - relating to ensuring all employees receive constructive feedback and that all policies (leave/flexi etc.) are applied consistently.

4.8. Through January and early February, engagement with employee groups about the proposed Action Plan will be undertaken to ensure that it will address the issues that have been raised through the survey. In parallel to this, Directors will be looking at the results for their own service area to consider if there are any specific issues that are unique to their teams which should be addressed. This work will be regularly shared and communicated with employees to demonstrate the impact that the survey has had on the organisation to develop a 'you said, we did' narrative to encourage participation in future employee surveys.

4.9. In terms of timescale, it is proposed that the:

- Action Plan is delivered by the end of October 2021 – within one year of the survey being completed;
- Employee Survey is repeated in Autumn 2022 to enable the organisation to track employees' views on working for the organisation and drive our continuous improvement as an employer of choice.

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