

## Overview & Scrutiny Committee

8<sup>th</sup> July 2019

### Staff Survey Update Briefing

#### Background

In December 2017 Bromsgrove and Redditch Councils conducted a joint employee engagement exercise through the use of a staff survey. As previous staff surveys had elicited low response rates the decision was taken to explore a different approach to seeking the views of our employees.

Through a workforce engagement project being conducted by the Local Government Association (LGA) the Councils engaged with Martin Reddington Associates (MRA). This company specialise in employee engagement through the use of their bespoke methodology, referred to as The Employment Deal Diagnostic (TEDD). The TEDD diagnostic tool is defined by MRA as:

*“understanding engagement as a process and not as a fixed state. Research stresses that engagement is encouraged and experienced through the employment relationship. A high-quality employment deal is one where there is a balanced, reciprocal exchange of contributions”*

The diagnostic tool uses a set of predefined questions linked to the methodology, to focus on three key areas within the survey to assess both the employer and employee contributions to the ‘employment deal’, with particular focus on the view of the workforce. These three areas are:

- **The Balance of the Deal** – how they (workforce) view their contribution in the workplace against what the organisation offers them;
- **Conversational Practice** – the perceived quality of discussions within the workplace and how this is balanced out by workplace tensions and job pressures;
- **Perceived Personality of the Organisation** – how staff experience the organisation as a “personality”.

The response rate to the survey was 54% which was a significant increase from our last survey in 2016 and compared favourably with response rates at other councils across the country. The overall feedback from the survey was also good with a lot of responses to the questions falling in the ‘mid-range’ which was positive and encouraging. These results were also consistent when benchmarked against other similar organisations. There were a few areas which were highlighted where particularly good practice takes place and a few which identified areas to address.

The Staff Survey Joint Scrutiny Task Group had recommended that some members of the group be involved in the process prior to carrying out the survey. As a consequence of this recommendation, prior to undertaking the survey, Cllrs Colella and Potter were invited to a

meeting with Martin Reddington to discuss the staff survey and explain how the new methodology would work.

In addition to this, in 2018 the Leaders and Deputy Leaders of both Councils were also invited to meet with Martin to discuss the staff survey, methodology and the findings for both Councils.

### **Current activity**

The findings from the last staff survey have been used to assist in the development of a more holistic approach to organisational culture and employee engagement. A great deal of work has been carried out over the past year to explore and understand the wider culture of both organisations. This work, alongside the findings from the staff survey, have resulted in the development of a more connected approach, which will be shared with the workforce later this year, which clearly defines how everyone contributes to the councils strategic purposes.

This approach endeavours to link the use of a number of tools and processes such as staff appraisals, one to one meetings, the skills matrix, staff training, staff development, management and leadership development, organisational principles and staff survey actions to the performance of the wider organisation, its culture and the delivery of services to customers.

It is the intention that a further staff survey will be undertaken and the end of 2019 using the TEDD methodology, this will enable the councils to directly compare the results with the previous survey.

In respect of the recommendations made by Cabinet on the 6<sup>th</sup> September 2017 if Members wish to be briefed prior to the launch of the next staff survey, officers are happy to arrange this as necessary.