

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

CABINET AND CORPORATE SERVICES SCRUTINY COMMITTEE 16 MARCH 2015

REPORT BY THE BI BOROUGH DIRECTOR FOR HR

YOUR VOICE STAFF SURVEY RESULTS AND ACTIONS

This report summarises the results from the 2014 tri-borough 'Your Voice' staff survey highlighting the results for the Royal Borough of Kensington and Chelsea. Some comparison is made with Westminster and Hammersmith & Fulham. The report summarises the proposed action plan that addresses issues arising from the survey and that were developed following a tri-borough Leadership Conference held in December. The Cabinet and Corporate Services Committee is asked to note the results and proposed actions.

1. INTRODUCTION

- 1.1 The Committee is asked to note that the Council has been conducting annual staff surveys for a number of years. With the introduction of tri-Borough working it was deemed appropriate to align the surveys used across the three councils enabling systematic comparison and analysis of trends over time. 2014 was the second year in which a tri-borough staff survey was conducted enabling comparison across the three councils as well as analysis of changes in staff perceptions year on year.
- 1.2 Each department is required to develop an action plan in collaboration with staff to address departmental specific issues. In addition, an action plan focusing on common issues to be addressed corporately has been agreed by the Shared Services Management Board and this is summarised in this report.

2. BACKGROUND

- 2.1 The staff survey was delivered by the HR and Consultation and Research teams in collaboration with colleagues from Westminster and Hammersmith & Fulham.

- 2.2 The questions in the survey were developed for the 2013 survey with assistance from a survey organisation called ORC International. ORC has provided benchmarking data to enable comparisons with other organisations. The same set of questions was used in 2014.
- 2.3 A key target was to achieve a response rate that was above the local government average response rate, which in 2014 was 57 per cent. This year 1376 RBKC staff responded to the survey – a response rate of 63 per cent (64 per cent in 2013). The response rate in 2012 was 45 per cent. The response rates for the other two councils were very similar to the 2013 response rates.
- **LBHF:** 58 per cent compared to 59 per cent in 2013, and 23 per cent in 2012
 - **WCC:** 65 per cent compared to 65 per cent in 2013, and approximately 35 per cent in 2012.

3. KEY FINDINGS

- 3.1 The attached report gives the results for each question and compares the results with the response in 2013 and the combined response for the three councils.
- 3.2 For the purposes of statistical significance, more positive or “above the benchmark” denotes results that are more than 3 per cent above the comparator, and less positive or “below the benchmark” denotes results that are more than 3 per cent below the comparator.

Overall, staff in Kensington and Chelsea are most positive about (i.e. have the highest agree score: *figures are percentage positive scores*)

- their line manager trusting them to do a good job (87.5 per cent)
- have had a formal appraisal/performance review in the last twelve months (86.2 per cent)
- committed to helping the Council meet its goals and objectives (84.7 per cent)

In 2013 the areas staff were most positive about were:

- My line manager trusts me to do a good job (89 per cent)
- I am clear about what I am expected to achieve in my job (87.9 per cent)
- The people I work with in my team co-operate to get the work done (86.3 per cent)

3.3 Overall, staff are least positive about (i.e. have the highest disagree score): *(figures are percentage negative score)*

- Considering duties and responsibilities pay is fair (41.7 per cent)
- senior managers awareness of issues faced by staff in their job (30.2 percent)
- being sufficiently supported through change (31.4 per cent)

The first two are the same areas staff were least positive about in 2013 (scores in 2013 were 36.3 and 28.2 percent respectively). In 2013 the third area where staff reported being least positive was having the opportunity to contribute their views before changes are made which affect them (27.5 percent)

3.4 Comparing Kensington and Chelsea's 2014 results to the 2013 results, the results were very similar. Overall areas of improvement, in comparison to 2013, where results had seen a significant increase in positive responses were:

- Staff receiving a formal appraisal/performance review in the last twelve months (+4.9)
- Staff satisfied with the opportunities available to develop their career within the Council(s) (+3.2)

3.5 Areas that have seen a significant decrease in positive responses were:

- Being clear about what staff are expected to achieve in their job (-3.8)
- Their job making good use of skills and abilities (-3.6)
- Their team regularly looking for ways to improve the service they provide (-3.6)
- Belief that health and well being is taken seriously in the workplace (-3.6)
- Opportunity to contribute views before changes are made which affect their job (-3.8)
- Satisfaction with the overall benefits package (-4.6)
- Satisfaction with IT resources and support (-4.9)
- Having the equipment and resources needed to do their job (-5.1)
- Satisfaction with the physical work environment (-5.6)
- Staff recommending the Council a good place to work (-3.0)
- Staff would still like to work here in 12 months time (-5.3)

3.6 In the 2014 overall results there are differences between the three councils in terms of positive responses. Out of 56 questions, RBKC

had the highest level of positive responses for 36 questions compared to 18 for WCC and 4 for LBHF. (Two questions RBKC and WCC jointly share the highest value.)

- 3.7 In the areas where staff are least positive overall there are significant differences in the degree of dissatisfaction between the three councils. With regards to the question on career development, RBKC are the most positive with 49 per cent agreement, LBHF 37 per cent and WCC 35 per cent. Questions relating to working environment follow the same pattern with RBKC most positive, LBHF second most positive and WCC least positive (see below table).

Working environment	RBKC	LBHF	WCC
I am satisfied with the IT resources and support provided to help me do my job.	61%	44%	36%
I have the equipment and resources I need to do my job effectively.	66%	48%	44%
Overall, I am satisfied with the physical environment in which I work.	64%	48%	43%

- 3.8 There are also notable differences between the three councils compared to their results from the previous year. In RBKC, 3 statements were more positive and 16 statements less positive than the 2013 results. In LBHF, 6 statements were more positive and 4 statements were less positive than the 2013 results. In WCC, 7 statements were more positive and 3 less positive than the 2013 results.

4 Benchmarking

- 4.1 The benchmark data with other organisations is not incorporated into the survey results report attached but ORC International have provided the Council with a database of survey results from 29 organisations in local government. Data is no older than two years old to ensure that the benchmarks provided are current.
- 4.2 Generally, the overall (i.e. combined results for the three councils), and Council results compare well with the local government benchmark. In the overall results, for the 44 questions which are comparable to the local government benchmark, 13 questions are above the benchmark, 26 are within the benchmark and 5 are below. This is very similar to the position in 2013 (13 above, 24 within and 5 below).

4.3 There are variations between the three councils on benchmarking data:

RBKC: 17 questions are above the benchmark, 24 are within and 3 are below. Please see attached summary.

LBHF: 5 questions are above the benchmark, 29 are within and 10 are below.

WCC: 7 questions are above the benchmark, 30 are within and 7 are below.

4.4 RBKC is below the local government benchmark on the following statements:

- I would like to still be working here in 12 months time (-4.7)
- In the last year, whilst working for the Council(s), I have personally experienced bullying and/or harassment (-4.4)
- My work gives me a sense of achievement (-3.1)

5.0 Engagement Index

5.1 The 'overall perceptions of the Council' section of the survey was developed based on the ORC International's 'say, stay and strive' engagement model. An engaged employee is likely to:

- **say** - to advocate the organisation they work for e.g. I would recommend the Council as a good place to work'.
- **stay** - be committed to the organisation e.g. I feel a strong sense of belonging to the Council.
- **strive** - to put in discretionary effort e.g. Working here makes me want to do the best work I can.

5.1 The percentage positive scores from the six questions that contribute to the engagement index (questions 52-57) have been averaged to calculate an overall engagement index. The overall engagement index for the three councils combined is 69 per cent, which is the same as in 2013. The engagement index for RBKC is 71 per cent (73 per cent in 2013), LBHF 68 per cent (68 per cent in 2013) and WCC is 68 per cent (66 per cent in 2013). As these results from 2013 all fall within +/- 3 per cent, there is no significant difference in the engagement indexes from 2013 to 2014.

6 Key Driver Analysis

6.1 Key Driver Analysis (KDA) has been carried out to see which of the questions in the survey have the biggest relative impact on staff's overall engagement (the engagement index) at the overall level. The questions with the biggest relative impact have been marked with a 'K' in the summary reports and by looking at the result for

each of these key drivers we can identify where the biggest impact can be made to overall engagement. For example, a question with high impact and low positive score should be prioritised for action whilst a question with high impact but high positive score should be celebrated.

6.2 For RBKC the key driver areas where scores are low i.e. less than half of staff agree with the statement are:

- I am satisfied with the opportunities available for me to develop my career with the Council (49 percent)
- I believe that people are sufficiently supported through change in the Council(s) (35 percent)

7 Analysis of comments made by staff

7.1 As part of the survey staff were invited to add comments. A total of 420 comments were made by RBKC staff. These covered a wide range of themes but the themes most mentioned (in order of number of comments made) were:

- **Working environment** with most comments about experiences of working in the SPACE environment at Kensington Town Hall e.g. difficulty in getting a room for a private meeting; noise; problems not being fixed quickly; temperature; deterioration in standards in the new environment; impact on team working and productivity. Other comments referred to the different standards of accommodation in different buildings eg Pembroke Road and Malton Road.
- **Pay and benefits:** most comments refer to lack of parity with colleagues in the other councils; erosion of pay ;more work but no increase in pay; need for a full pay and conditions review; sense of professional worth being eroded.
- **Change Management:** comments refer to impact of constant change; quality of change management; impact of tri-borough on the quality of the service; impact of Managed Services and delays; need for better communication about reasons for change; a sense of having lost identity.
- **Senior management:** there is a sense of a loss of identity as a result of tri-borough working; need for more visibility of senior managers; greater transparency of decision making and budgets; less micro management and a more empowering style; senior managers addressing low morale created by uncertainty and lack of resources.
- **Communication and consultation:** there is a desire for more clarity about the vision and direction of travel; an opportunity to be involved and consulted; involved more in changes so front line

staff views can be considered; having a voice before change occurs and greater transparency about reasons for change

- IT and Resources: frustrations include having to work with different IT systems; a need for greater access to mobile devices, tablets as well as better use of technology to reduce the amount of travel time e.g. Skype;

7.2 The comments provide a fuller and richer picture of how staff feel and about a third of staff took the time to give additional feedback. The comments have been used to inform the corporate action plan. Each Executive Director has received the comments for their Executive Directorate and will take action to address local issues.

8 Leadership Conference

8.1 In December the top three tiers of management from the three councils were invited to attend a Leadership Conference at which the survey results were fed back. Three areas were highlighted as representing the key areas that all three councils should address in their action plans. These were bullying and harassment, pay and retention and career development. Delegates were asked to identify any other priorities and share ideas for how these might be addressed. They were also asked to consider how the councils can build on and maintain those areas where we are performing well.

8.2 The outputs from the conference have been used to inform a tri-borough corporate action plan.

9 Action Plan

9.1 The action plan will focus on:

- Refreshing the message to staff about direction of travel and how information is communicated to staff
- Ensuring that staff know what the plans are for improving the physical working environment and plans to improve IT resources and support
- Further analysis of bullying and harassment information at departmental level to ensure action is taken where there are particular problems; continue to provide training and support
- Make a decision about what the council will do about pay and conditions and communicate to staff including further analysis on areas where turnover is particularly high.
- Involve staff in developing proposals for how to address change management concerns (through the Corporate Workforce Group which is made up of staff representatives from across the three councils).

- Refreshing the commitment to learning and development including and reminding staff about the opportunities to support carer development e.g. secondments.

10 Conclusion

- 10.1 This report summarises the key results from the 2014 Staff survey highlighting common themes as well as summarising key similarities and differences between the three councils. The report identifies Key Drivers and summarises the proposed action plan.

11. Financial and Property, Legal, Sustainability, Risk, HR and/or Equalities Implications

There are no specific financial, property, legal, sustainability, risk, HR or equalities implications relating to this report.

12. RECOMMENDATION

- 12.1 It is recommended that the Cabinet and Corporate Services Scrutiny Committee note this report and the proposed actions.

Debbie Morris
Bi Borough Director for Human Resources

Jane West
Bi Borough Executive Director for Finance and Corporate Governance

Background papers: Reports to Shared Services Management Board on Wednesday 26th November 2014 and Wednesday 7th January 2015; Reports on the results of the Your Voice Staff Survey; notes of Leadership Conference held on 3rd December 2014

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Your Voice 2014 - Results for all questions



Summary report for...
Kensington and Chelsea

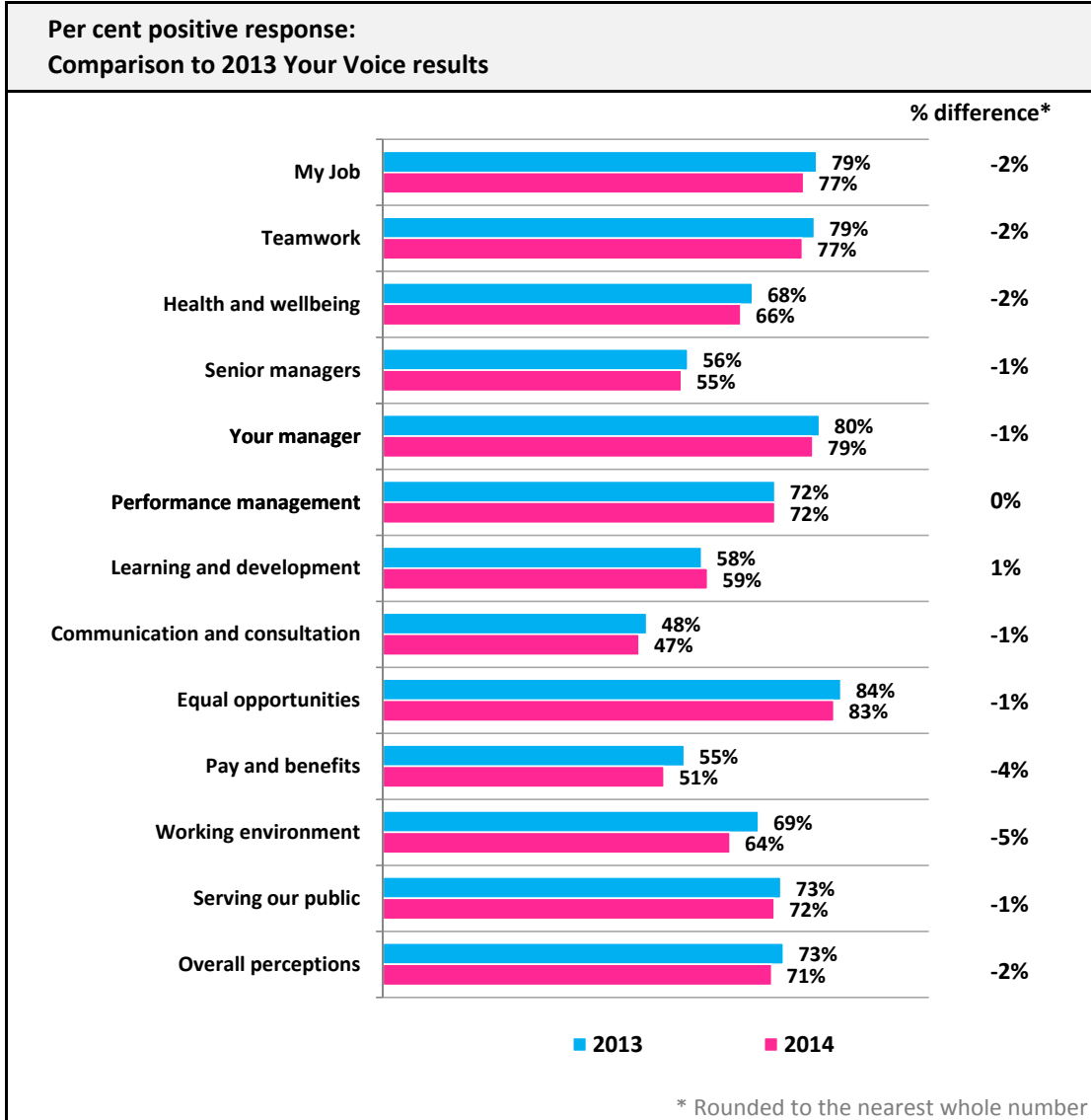
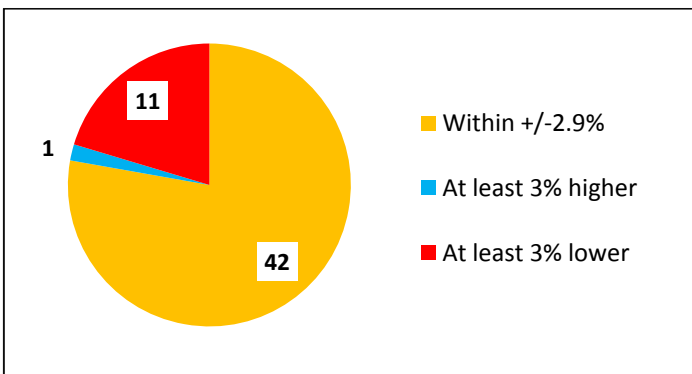
Introduction

This summary shows responses from the 2014 Your Voice staff survey that makes comparison to the 2013 results, the combined responses from Kensington and Chelsea, Westminster and Hammersmith and Fulham and where applicable local government benchmark data.

Response rate = 63% (1376 respondents)

Engagement index = 71% (-2% on 2013)

Responses compared to 2013 results



Understanding Your Results

Summary of Performance

The first page of this report gives a summary of performance. This shows how your results perform in each of the sections from the survey against the 2013 results. It also gives a summary of how many questions are above, below, or in line with the 2013 results, your response rate and engagement index.

Response rate

The response rate is based on the number of staff identified in August 2014 and should therefore be treated as indicative. Only responses where staff have identified that they work for a specific council have been included, those responses without this information can only be included in the overall results.

Engagement Index

Engagement refers to the two way relationship between an individual and their employer. It is a combination of attitudes, thoughts and behaviours that relate to satisfaction, commitment, pride and a willingness to be an advocate of a council. Engaged employees have a sense of personal attachment to their work, they want to give their best to help it succeed, which in turn has a positive effect on business performance. The engagement index shows the level of engagement in your team (out of a possible score of 100%) using the results from the 'Overall perception about working for the Council' section of the survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ('strongly agree' + 'tend to agree') and dividing by the number of respondents which answered the question.

Benchmark comparisons

For each level of reporting (team, service, council etc.) two benchmarks have been used and your performance against these demonstrated using the % positive result. For this report, the two comparators are the 2013 results and the combined response of the three councils or the Local Government benchmark. This external benchmark data has been provided by ORC International and is the average % positive score achieved from recent surveys they have conducted for local government.

↑	More than 3% above comparator
↔	Between -2.9% below and 2.9% above
↓	Less than 3% below comparator

Key Driver Analysis

Key Driver Analysis has been conducted on the overall results. The **K** symbol indicates a key driver for staff at overall results level so you can see your council's performance in relation to this. The questions marked with a **K** therefore have the biggest relative impact on staff engagement.

Further information:

For any further information on your results please contact **Catriona Geraghty, Consultation and Research Officer** on **020 7361 3394** or **yourvoice@rbkc.gov.uk**



MOST POSITIVE

The three **most positive** (i.e. highest % agree) questions compared to the combined response from the three Councils

		Compared to...		
		%	2013	Overall
		agree		
1st	My line manager trusts me to do a good job	87.5	-1.5	-1.2
2nd	I am committed to helping the Council meet its goals and objectives	84.7	-1.3	-1.0
3rd	I am clear about what I am expected to achieve in my job	84.1	-3.8	-1.9

LEAST POSITIVE

The three **least positive** (i.e. highest % disagree) questions compared to the combined response from the three Councils

		Compared to...		
		%	2013	Overall
		disagree		
1st	Considering my duties and responsibilities, I think my pay is fair	41.7	14.8	1.7
2nd	I believe that people are sufficiently supported through change in the Council(s)	31.4	3.9	-2.2
3rd	Senior managers are aware of the issues I face in my job	30.2	2.0	0.2



My Job	Agree	Neutral	Disagree	Comparison to...			
				RBKC 2013		Three Councils	
1 I am clear about what I am expected to achieve in my job	84	7	9	-3.8	↓	-1.9	↔
2 My job makes good use of my skills and abilities	72	12	16	-3.6	↓	-0.3	↔
3 As long as I get the job done, I have the freedom to act on my own initiative in my role	76	11	13	-0.9	↔	-1.0	↔
4 I understand how my work helps the Council(s) achieve its goals and objectives	84	9	7	-1.0	↔	-0.8	↔ K
5 My work gives me a sense of achievement	69	14	16	-2.6	↔	-1.4	↔ K

Teamwork	Agree	Neutral	Disagree	Comparison to...			
				RBKC 2013		Three Councils	
6 I am kept informed about my team's performance in achieving its objectives	72	15	13	-1.3	↔	2.8	↔
7 The people I work with in my team co-operate to get the work done	84	9	7	-2.4	↔	0.0	↔
8 My team regularly looks for ways to improve the service we provide	78	14	8	-3.6	↓	0.9	↔
9 There is good co-operation between teams I work with	73	16	11	-1.6	↔	1.0	↔



Health and well being

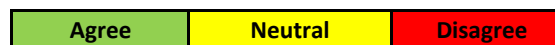


RBKC 2013

Three Councils

Item	Agree	Neutral	Disagree	RBKC 2013	Change	Three Councils	Change
10 In my opinion, health and wellbeing is taken seriously in my workplace	63	19	19	-3.6	↓	5.6	↑
11 I am comfortable with the pressure placed upon me in my job	62	17	22	-1.6	↔	3.6	↑
12 I am able to strike the right balance between my work and home life	64	16	20	-2.9	↔	2.4	↔
13 I believe that my line manager genuinely cares for my well being	73	15	12	-0.5	↔	0.3	↔

Senior managers



RBKC 2013

Three Councils

Item	Agree	Neutral	Disagree	RBKC 2013	Change	Three Councils	Change
14 Senior managers are sufficiently visible where I work	66	13	21	-1.9	↔	-1.9	↔
15 Senior managers communicate clearly to me what the Council(s) is trying to achieve	58	20	22	-0.8	↔	-0.2	↔
16 I believe that senior managers are open and honest in their communications with staff	49	27	24	-2.1	↔	-1.0	↔
17 Senior managers are aware of the issues I face in my job	47	23	30	-1.2	↔	-0.3	↔
18 I have confidence in the leadership provided by senior managers	53	23	24	0.2	↔	0.9	↔

K



Your manager		Agree	Neutral	Disagree	RBKC 2013		Three Councils			
19	My line manager trusts me to do a good job	88			7	6	-1.5	↔	-1.2	↔
20	My line manager is open to my ideas and suggestions for change	80			11	9	-1.3	↔	0.6	↔
21	I am confident that on important matters my feelings/thoughts are communicated upwards by my line manager	68			18	13	-1.9	↔	1.4	↔
22	My line manager keeps me informed about issues that affect me directly	79			11	10	-0.2	↔	2.2	↔
Performance management		Agree	Neutral	Disagree	RBKC 2013		Three Councils			
23	I have regular one to ones with my line manager	81			8	11	1.1	↔	6.0	↑
24	My line manager gives me regular and constructive feedback on my performance	72			15	14	-1.2	↔	3.8	↑
25	My line manager recognises and acknowledges when I have done my job well	76			14	10	0.2	↔	0.7	↔
26	My line manager effectively manages any instances of poor performance within our team	60			26	14	0.9	↔	3.9	↑
27	During my last performance review my line manager helped me to focus on improving my performance	70			21	9	-1.0	↔	2.1	↔
		Yes	No	Not been here long enough	RBKC 2013		Three Councils			
28	I have had a formal appraisal/performance review in the last twelve months	86			7	7	4.9	↑	4.0	↑



Learning and development



RBKC 2013

Three Councils

29	I have received the learning and development I need to do my job well	70	18	12
30	I regularly review my learning and development needs with my line manager	59	22	19
31	I am satisfied with the opportunities available for me to develop my career within the Council(s)	49	23	28

-1.4	↔	6.5	↑
1.5	↔	5.8	↑
3.2	↑	9.0	↑

K

Communication and consultation



RBKC 2013

Three Councils

32	I feel sufficiently informed about what is going on within the Council(s)	57	24	19
33	I feel well informed about matters affecting me	57	22	21
34	I have the opportunity to contribute my views before changes are made which affect my job	43	28	30
35	I think it's safe to speak up and challenge the way things are done	50	22	28
36	Changes that impact on me are well managed	39	32	30
37	I believe that people are sufficiently supported through change in the Council(s)	35	33	31

0.6	↔	0.6	↔
-2.0	↔	0.3	↔
-3.8	↓	2.2	↔
0.8	↔	1.7	↔
-1.0	↔	2.5	↔
-2.8	↔	2.8	↔

K



Equal opportunities



RBKC 2013

Three Councils

38	I believe that the Council is an equal opportunities employer	81	11	8	-0.5	↔	3.1	↑	K
39	I am treated with fairness and respect by the people I work with	83	10	7	-1.9	↔	0.5	↔	K
40	I am treated with fairness and respect by my line manager	84	9	8	-1.5	↔	-0.2	↔	



RBKC 2013

Three Councils

41	In the last year, whilst working for the Council(s), I have personally experienced bullying and/or harassment	18	82	1.1	↔	-1.3	↔		
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42	IF YES was this by...	a member of the public...	38.2%
		a manager...	43.1%
		another colleague...	32.5%
		other person...	6.9%



RBKC 2013

Three Councils

43	If you have been harassed or bullied during the last year, did you report it?	41	60	2.1	↔	-1.6	↔		
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Pay and benefits



RBKC 2013

Three Councils

44	Considering my duties and responsibilities, I think my pay is fair	40	18	42	-2.8	↔	-1.0	↔	
45	I am satisfied with the overall benefits package (e.g. Annual/flexi leave, pension, season ticket loan, etc.)	63	18	19	-4.6	↓	7.8	↑	K



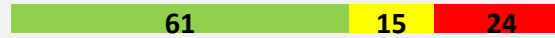
Working environment



RBKC 2013

Three Councils

46 I am satisfied with the IT resources and support provided to help me do my job



-4.9 ↓

13.8 ↑

47 I have the equipment and resources I need to do my job effectively



-5.1 ↓

13.5 ↑

48 Overall, I am satisfied with the physical environment in which I work



-5.6 ↓

12.0 ↑

K

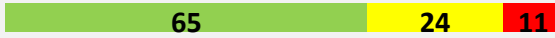
Serving our public



RBKC 2013

Three Councils

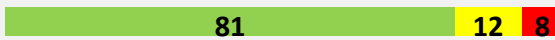
49 Feedback from staff and/or the public is used to help us ensure our services meet the needs of our customers



-1.8 ↔

4.3 ↑

50 In my service we deliver best value, quality services



-1.1 ↔

4.9 ↑

51 Improving the health and wellbeing of residents, visitors and/or people who work here is a priority for my service



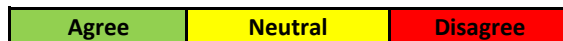
-0.6 ↔

2.4 ↔

K



Overall perceptions about working for the Council



RBKC 2013

Three Councils

Statement	Agree	Neutral	Disagree	RBKC 2013	Direction	Three Councils	Direction
52 I am proud to work for the Council	75	17	9	-0.2	↔	4.1	↑
53 I would recommend the Council as a good place to work	69	18	13	-3.0	↓	6.2	↑
54 I feel a strong sense of belonging to the Council	57	25	18	-1.3	↔	3.8	↑
55 I am committed to helping the Council meet its goals and objectives	85	11	5	-1.3	↔	-1.0	↔
56 Working here makes me want to do the best work I can	74	17	9	-1.9	↔	1.1	↔
57 I would like to still be working here in 12 months time	68	17	15	-5.3	↓	0.2	↔

Acting on the survey results



RBKC 2013

Three Councils

Statement	Agree	Neutral	Disagree	RBKC 2013	Direction	Three Councils	Direction
58 I believe action will be taken as a result of this survey	48	28	24	2.1	↔	0.0	↔

