

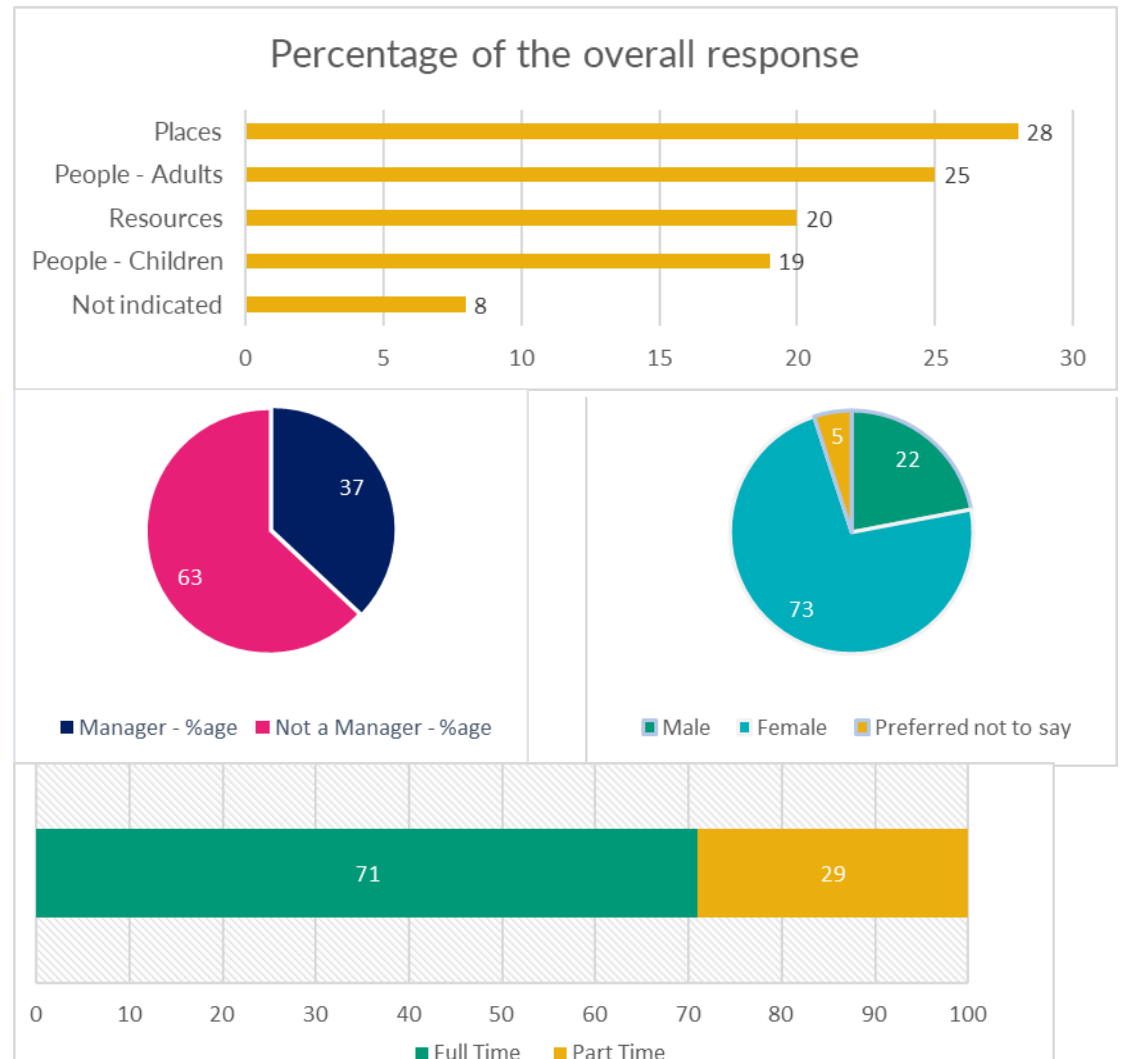


# STAFF SURVEY 2022 .

This is what we asked you about.



Overview of responses.





# This is what you said.

## The Top 5 statements that scored the highest favourable scores.

- I feel committed to the Council, County and Community
- In my team we place a high priority on how well we communicate with our customers/the community
- In my team we share information with each other to help us do our jobs
- I understand that the Council needs to change in order to continue to be successful
- I feel I have a 'can do' attitude and feel enthusiastic about the service and my role

**This gives us an average favourable score of 68% and becomes our benchmark and target to exceed in future surveys.**

## The highest neutral scores were.

- I have joined the Council in the last two years and my on the job induction has been really effective
- Over the last 12 months, communication across the organisation has improved
- Over the last 12 months, the quality of My Conversation (1-1s/Professional Supervision) has improved
- I have ambitions and aspirations to develop my career in local government
- In general, changes which have directly affected me over the last 12 months have been followed up

## And the most unfavourable scores were.

- I believe I have opportunities to progress and develop in my role
- My manager has discussed the Corporate Strategy with the team/myself
- I can meet my job requirements without working excessive hours
- Communication between services/teams is effective
- My development needs have been discussed with me.



# Future plans and changes.

This section of the staff survey scored our highest average score of all the section at 73% favourable – this is the section we are most happy with. Our commitment to the Council, County and the community scored the highest favourable score at 91% across the whole survey. This starts the survey off really well and reflects, not only our commitment, but also that we have a good understanding of what the organisation needs to achieve and also that we need to continue to change.

## Highest favourable score.



- I feel committed to the Council, County and the community
- I understand that the Council needs to change in order to continue to be successful
- I feel we always give of our best to deliver good services to the community
- I am aware of the Corporate Strategy
- I understand how my job contributes to the organisation and the Corporate Strategy
- I had an opportunity to contribute to the Corporate Strategy
- My manager has discussed the Corporate Strategy with the team/myself

## Lowest favourable scores.

We were less positive about how changes that have directly affected us over the last 12 months had been managed. While just over half were favourable, a number of us thought it was just ok and the results highlighted we need to do more follow-up.



# How are we doing?

## Our highest scores.

- We have clear and achievable targets in my service/team
- I know my service/team is performing well because we measure our performance and share our success
- I would recommend the Council as a place to work
- I feel we are being creative and innovative in finding alternative ways to deliver services

## We've also introduced some new values.

- 45% said they are aware of them
- 42% partly aware
- And 13% said they were not aware of them

Most staff feel that 'in part' the Council is 'living' these values:

Make a difference

Working together

Ambitious

Passionate

## Least-highest scores, but still positive.

- Partnership working with other organisations and agencies is effective and helps us deliver our services
- The leadership and management of the organisation recognise and appreciate the contribution that staff make
- We manage our resources well – finance and staff

*“The Council is delivering great services to the Community.”*

*“My manager is people-focussed and genuinely cares about me in my role.”*

We will continue to engage with you around the new Council Values. Keep an eye on the monthly staff e-magazine, where we'll be featuring case studies and good news stories to help showcase our values in practice. Have a discussion about the values at your next team meeting and think about how you can embody them through your work.



# What we said about Culture.

This section received our second highest favourable score at 71%

<b>Most strong</b>	"I feel I have a 'can do' attitude and feel enthusiastic about the service and my role"	"The Job I do really matters to me and I have great job satisfaction"	"The Council positively and actively supports employee health and wellbeing"	"I would describe my working environment as safe and supportive"
	"The culture of the organisation has changed over the last two years"	"I feel proud to work for Rutland Council"		"The morale in my team is good"
<b>Could do better</b>	"I feel valued and recognised as an employee" <i>(More than half feel they are but others feel in part or not at all)</i>		"I have a real sense of belonging with Rutland as my employer" <i>(Again, over half feel positive here but the others were either neutral or not agreeing)</i>	

## Some take away messages

- Highlights the passion staff feel about their role and the contribution they make – working in a supportive and safe environment where the morale amongst colleagues is really good
- We also recognise the way the culture of the organisation has changed and this aligns with our previous response about understanding the continuing need for change going forward.
- While we are feeling supported by the organisation and our manager and have clear expectations of us, we can see that at times we don't feel as valued as we would like and hence our sense of belonging may waiver. We need to ensure that we continue our regular engagement within our teams, use our 'My Conversation' model – recognise and respect each other's contribution and value. The vast majority of responses strongly acknowledged our positivity and drive – lets embrace it.



# My job.

There were a number of different elements to this section, with a real breadth of responses. Our overall average score was 64%, so while lots of positives, there are some key messages for us to work on.

## What makes us smile about our job?



- We know how to raise issues about Health and Safety
- We have authority and freedom to do our job
- We have access to the kit and equipment we need to do our job
- We know what is expected of us – we have clear objectives and targets and receive the training we need
- Our jobs make good use of our skills and abilities
- We have regular supervision and/or My Conversations with our manager where we discuss how we are doing
- We feel satisfied in our job and feel that our wellbeing is important to the organisation

## What would help us smile even more?



### We need more:

- Discussions about our development needs
- Opportunities to progress and develop in our role

For new starters, a more positive experience during our on-the-job induction

Feeling more ambitious and aspirational to develop our career at Rutland – somewhere to progress to

Not feeling we need to work excessive hours to meet the needs of the job.

## Important messages

We must do better with **on-the-job induction** for our new joiners. This is intrinsic to the success of our recruitment and retention strategies.

If you're a new starter, ask your Manager what your induction plan looks like. If you're a Manager, what does your Induction planning process look like? How can your new employee settle in and learn their role? New joiners must have a clear and structured induction plan that shows them their pathway.

We have a **My Conversation Model**. Some services have a more specific Supervision Model. This offers a two-way dialogue, recognising value, clarifying objectives, identifying support and development needs and checking how we're doing. As employees, we should use this to talk about how we're feeling and coping, reach out for support if needed and ensure we keep a good work-life balance. These discussions are non-negotiable – make sure they're in the diary.

Opportunities to **develop and grow**. We are a 'can do' organisation and contribute a huge amount to our roles. We feel proud to work for the Council and many of us want to stay here and grow our career. We cannot do this 100% of the time. However, we are pretty good at this and have lots of examples where people have progressed, either within their service or across teams. We need to showcase this more, so you can see how other people have developed. Look out for weekly job vacancy bulletins that share the opportunities we have. If you have other ideas how we might be able to do more, please speak to HR.



# Communication and Engagement.

Our next section was about Communication and Engagement, and we communicate a lot!

Particularly within our team where we share a lot of information with each other – this is key to helping us to do our jobs

We also feel we place a high priority on how well we communicate with our customers and the community

Further good news is that we feel the Council regularly updates us on key issues and messages

We are good at taking opportunities to speak up and express our opinions

Our Manager is accessible – so that helps us raise those issues and for most, that communication is effective

And importantly, when we have spoken up or expressed an opinion, we feel we have been listened to

While we feel we are regularly updated on key issues, fewer of us felt that the communication across the Council had improved over the last 12 months, or that the quality of Supervision/My Conversation has improved.

Only just over half responded positively about having regular high quality My Conversation with their Manager

We were also less positive about communication between teams

## Some things to do better

- Make sure My Conversation discussions are in the diary – use the model to help shape those discussions
- Come to the All Staff Briefings – either face to face or remote – and check in with your Manager or colleagues afterwards
- Check out the new weekly staff email bulletin and the new monthly staff e-magazine. Contact the Communications Team with ideas or suggestions for things to include
- Arrange catch up sessions with other teams, either in-person or over MS Teams
- It really is good to talk – even better face to face



# Equality, Diversity and Inclusion.



These were the same questions we asked in our 2020 survey, so we can show some direct comparison:

## Do you agree the Council values employee differences?

*More people were neutral on this in 2022, although very few disagreed. The majority of you feel that we are though making positive progress in recognising EDI and enabling all staff to feel included.*

## In both surveys, we also asked if people felt they are treated fairly and with respect?

*The response in 2022 was slightly higher, with 74% saying 'yes'. Our goal is that all employees respond positively.*

*If you experience or see behaviour that is not fair or respectful, please speak up – we need to address this.*

## We have also seen very positive responses in both surveys to questions around personally experiencing discrimination, bullying or harassment at work.

*Again, while it's good to see such small numbers raising concerns here, we should all feel that we can speak up and challenge unwelcome and inappropriate behaviour. The Council takes this issue seriously. We should not experience it – it is not acceptable.*

# Ways of Working.



## Headlines

Of those who responded to the survey – 83.5% work hybrid We feel it's been well communicated and understood and positively supported by the organisation

The most common working pattern is about 25% of the working time in the office – this is a similar response to the April 2022 survey

About a third of us come into the office a bit more compared to April 2022. For most, it's about the same

There has though been a slight increase in people coming in 50% to 75% of their working time

Overall, we understand it and. for most, it has improved work-life balance

## However...

A small number of staff are not coming into the office at all. We don't know the reason for this but a key principle of our Hybrid Model is that no staff are 100% at home.

For an employee's wellbeing and their ability to effectively engage with their team and the organisation. some level of face-to-face engagement with colleagues is essential.

Managers have been asked to speak with staff who may not be coming into the office and agree a working pattern that includes some face-to-face interaction.





# What have we learned and will anything change?

**The survey has reinforced what a great place Rutland is to work.**

We may not get it 100% right all of the time, but we have a strong sense of commitment in the organisation and in what we do – a great and solid foundation that we should be proud of.

## We are...

- Investing in our training and development – and also Leadership and Management development
- Refreshing our MyConversation model to reinforce the key messages and power of ‘conversations’
- Designing programmes to support our Health and Wellbeing
- Using the passion and commitment of our staff to continue to drive forward changes in Equality, Diversity and Inclusion
- Being mindful of how we treat each other with respect and dignity
- Regularly asking for staff for feedback through pulse surveys
- Providing opportunities for staff to progress their careers – through career grades and ensuring that all our opportunities are shared with staff
- Designing a new Staff Award scheme to help us showcase and recognise how great we are

## We need to focus more on....

- Plan, prepare, deliver and follow up on change programmes
- Continue to look at and focus on the new Values – look at our own behaviour and if there is anything we should change
- Take a bit more time to reach out to colleagues in other services and teams to help improve communication
- Invest more in on the job induction so our new joiners have a more positive experience
- Be mindful of the hours we are working – talk to our manager about it
- Promote and showcase the great things we do and how we have developed in the organisation
- Continue to review our Ways of Working so we can stay engaged and connected to the Council and our team.

If you want to contribute more to the Staff Survey results or you have ideas you want to share, please email: [hr@rutland.gov.uk](mailto:hr@rutland.gov.uk)