

Appendix - Employee Survey Results

The Staff Survey was conducted in November 2021. Out of all the responses, responses to two-thirds (81/123) of questions were positive from 70% or more of respondents and 39 questions received positive responses from 85% of staff.

The level of positive responses varied by topic and team with generally positive responses around 'My Team', 'How I am Managed', 'My Job', with more positive responses from Shared Services staff.

A summary of the results can be seen below:

Key Themes	South Ribble Responses	
	Positive	Negative
The Council	58.4%	41.6%
Shared Leadership Team	45.3%	54.7%
My Directorate	62.1%	37.9%
My Team	89.3%	10.7%
How I am Managed	80.9%	19.1%
My Job	76.7%	23.3%

The staff survey gives a great insight into where we can do better such as ensuring there is more effective communication from senior leadership team, better access to line management, clearer communication of the rationale for changes, more transparency and honesty and improved recognition and reward. To achieve this, an action plan has been established to respond to what staff have told us is not working.

The action plan includes:

- Manager development programmes and a new performance review system to improve consistent management and performance.

Update: Now in place with all managers completing a Passport to People Management course to ensure management fundamentals in place; management spot checks to ensure 1-2-1s and team meetings are taking place; new performance review system in place and reviews underway for all staff

- A specific action plan for senior leadership to increase their visibility and engagement with staff.

Update: All senior management team undertaking actions to increase visibility at an organisational and a team level.

- The launch of a new people strategy which will deliver new opportunities for staff engagement to better manage change, create more moments for staff recognition and employee led social events and wellbeing interventions.

Update: Draft attached – developed based on staff feedback and in collaboration with staff. Currently out to consultation with a programme of briefing and feedback sessions to gather

thoughts and comments. Final version to be published in July supported by a detailed action plan.

- A refresh of staff internal communication channels to ensure staff get all the key messages they need especially during periods of change.

Update: Internal communications review underway. Approach to change management reinforced with clear process and steps including a change management brief outlining key messages ahead of any process commencing.

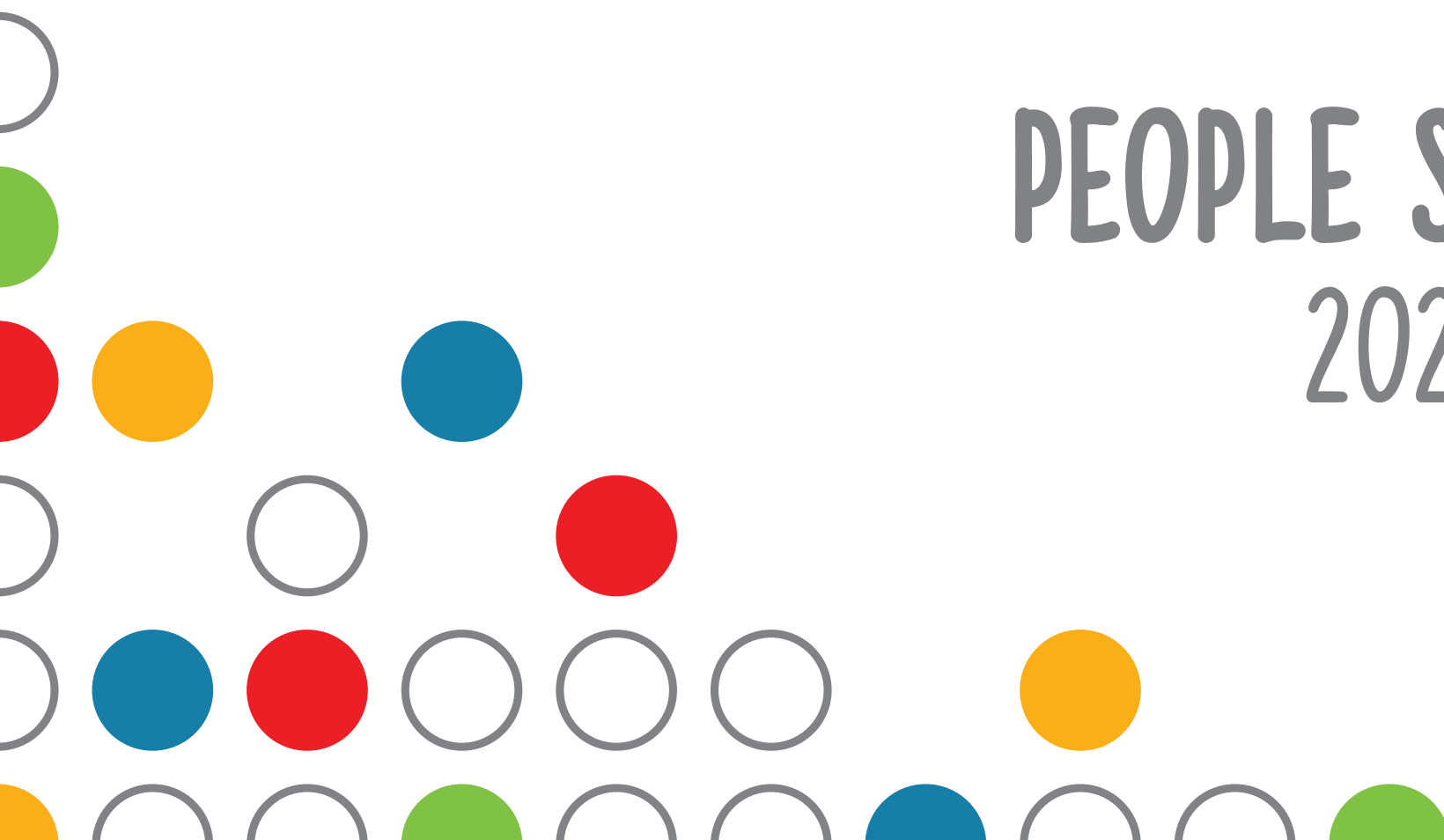
Monitoring

SMT monitor the implementation of the staff survey action plan on a monthly basis. Regular pulse surveys will be completed to enable senior management team to track progress (one in June and another planned for September) followed by a full staff survey again in November.



WORKING TOGETHER

OUR PEOPLE STRATEGY 2022 - 2025



Chorley Council and South Ribble Council

PEOPLE STRATEGY

Our staff are our greatest resource, at the heart of everything we do and crucial to the delivery of excellent services for our residents.

Our People Strategy sets out how we will develop our current and future workforce to ensure that they have the skills, capacity and enthusiasm to deliver the priorities of the Councils.

BACKGROUND

Feedback from staff is that they believe they can make a valuable contribution to the success of our Council's and they are committed to doing more for the communities we serve. But a lot has changed in recent times and there is a feeling of frustration.

Staff have said that they really want things to be different and they see that with the right vision, leadership, and support, we can achieve a different kind of organisational culture.

To be even more successful with an enthused and engaged workforce, we need to be a sustainable, outward looking, optimistic organisation that manages change really well.

We want to be an organisation that focuses on achievements, is kind, works collaboratively at all levels and gets to the heart of the matter quickly.

CHALLENGES AND OPPORTUNITIES

STAFF SATISFACTION

- Managing change
 - Staff morale
- Trust in Senior Leadership Team
- Consistent Line Management

NEW WAYS OF WORKING

- Developing a new environment for work linked to the Digital Strategy, Workplace Strategy and Transformation Strategy

RECRUITMENT AND RETENTION

- Key skills gaps in technical functions and the need to develop and retain talent

VISION

PUTTING OUR PEOPLE AT THE HEART OF DELIVERING EXCELLENT SERVICES

PRIORITIES:



EXEMPLARY LEADERSHIP AND MANAGEMENT

How we develop consistently high performing managers who are supportive, engaging and capable organisational leaders



AN EXCEPTIONAL EMPLOYEE EXPERIENCE

How we bring staff into the organisation, develop them for the future, manage performance and retain talent



EXCELLENT ORGANISATIONS

How the organisation enables a supportive, positive culture, and how we develop core values and behaviours to achieve this while retaining local identity across the councils





PRIORITY:

AN EXCEPTIONAL EMPLOYEE EXPERIENCE THROUGHOUT THE EMPLOYEE LIFE CYCLE

KEY OUTCOMES:

- Staff are engaged and knowledgeable with high levels of satisfaction and overall wellbeing
 - We grow and retain talent
- We attract and recruit the best candidates with successful onboarding, retention, and exiting processes

KEY ACTIONS:

- End to end review of recruitment and onboarding
- Establish a consistent process for apprentices and graduates
 - Introduce new retention measures
- Establish the annual 'development day' - Launch





PRIORITY:

EXEMPLARY LEADERSHIP AND MANAGEMENT ENGAGING, SUPPORTIVE AND CAPABLE LEADERS

KEY OUTCOMES:

- Managers who have the right skills and support to effectively lead the organisation
- Consistent management and communication across the organisation
 - Leadership expectations are clearly defined and understood driving accountability and responsibility

KEY ACTIONS:

- Embed and improve existing leadership development programmes
 - Develop a Leadership Framework
 - Implement the Framework and associated programme of activity, November





PRIORITY:

EXCELLENT ORGANISATIONS WITH A CULTURE OF TRUST, DEDICATION, AND PRIDE IN WHAT WE CAN ACHIEVE TOGETHER

KEY OUTCOMES:

- A strong culture that is defined by local identity, personal responsibility, ownership and participation
 - Clearly defined organisational values and behaviours that are encouraged and rewarded
- A future-proof organisation with the right skills and culture to achieve corporate long term outcomes

KEY ACTIONS:

- Strategic workforce development – annual workforce review
 - Deliver an interactive ‘staff experience’
 - Establish values, behaviours and commitments
- Review and re-launch staff reward and recognition

DELIVERING THE STRATEGY

- Our People Strategy 2022 is the foundation for a number of workforce related plans and programmes to deliver against the priorities set out
- It will also be underpinned by a full programme of OD activity to ensure continued training and development identified through the Performance Review process and resulting Personal Development Plans
- The plan is not intended to be a static document; it should and will have the ability to adapt in response to changing organisational need and emerging workforce related priorities

MEASURING SUCCESS

AN EXCEPTIONAL EMPLOYEE EXPERIENCE - THROUGHOUT THE EMPLOYEE LIFE CYCLE

- X graduates and apprenticeships across the organisation
 - % of recruitment campaigns that lead to recruitment
 - % of exit interviews completed
- % of staff satisfied and % of staff with good wellbeing

EXEMPLARY LEADERSHIP AND MANAGEMENT - ENGAGING, SUPPORTIVE AND CAPABLE LEADERS

- % of staff satisfied with leadership and management development programmes
 - X staff involved in peer to peer networking events
 - % of staff that trust the leadership team

EXCELLENT ORGANISATIONS - WITH A CULTURE OF TRUST, DEDICATION, AND PRIDE IN WHAT WE CAN ACHIEVE TOGETHER

- % of staff responding to pulse surveys
- % of workforce and skills audits completed
 - Deliver X corporate social events

LAUNCH INITIATIVES

- **ESTABLISH A GRADUATE AND APPRENTICE PROGRAMME**
- **CREATE AN ANNUAL STAFF DEVELOPMENT DAY**
- **DEVELOP AN INTERACTIVE STAFF EXPERIENCE TO SHARE ACHIEVEMENTS AND AMBITIONS**



WORKING TOGETHER

