Public Document Pack

Safer Stronger Communities Select Committee

Documents tabled at the meeting

Wednesday, 11 May 2016
7.00 pm, Committee Room 3, Civic Suite

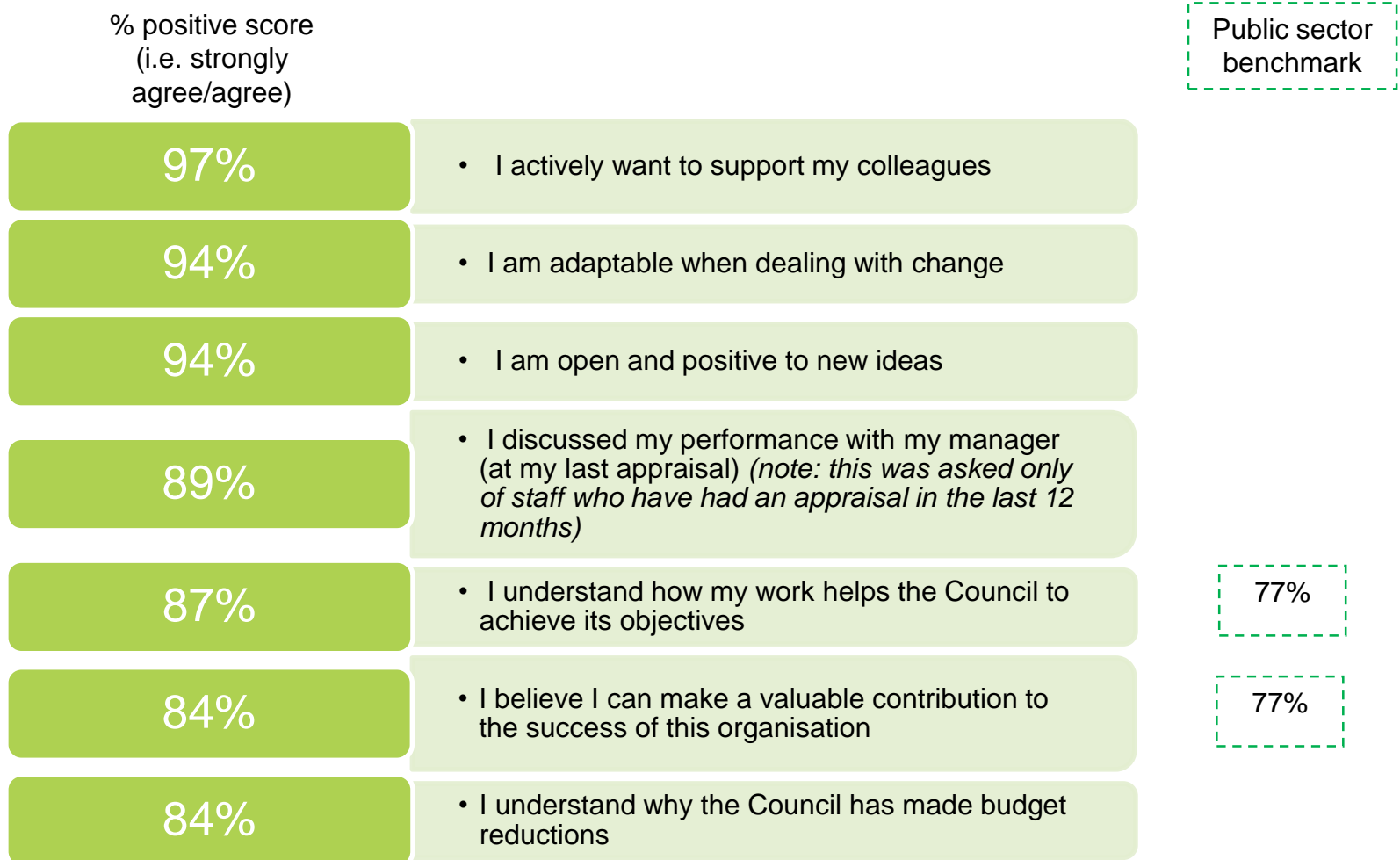This page is intentionally left blank

Talkback 2015

Lewisham Council

Safer Stronger Committee

Understanding
People.

Structure

- Attitudes to working at Lewisham Council, including job satisfaction and how 'engaged' employees are with their jobs and the factors contributing to it; what the council does well

- Employee attitudes towards change, communication and involvement, including how willing and able people are to adapt to and embrace change

- Fairness, equality and diversity

- Leadership and management including how well performance is managed and employees are 'enabled' to perform

- Personal development

- Working environment

Most positive scoring areas

% positive score
(i.e. strongly
agree/agree)

97%	• I actively want to support my colleagues
94%	• I am adaptable when dealing with change
94%	• I am open and positive to new ideas
89%	• I discussed my performance with my manager (at my last appraisal) *(note: this was asked only of staff who have had an appraisal in the last 12 months)*
87%	• I understand how my work helps the Council to achieve its objectives — 77%
84%	• I believe I can make a valuable contribution to the success of this organisation — 77%
84%	• I understand why the Council has made budget reductions

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What does the Council do well already?

Most negative scoring areas

% negative score (i.e. strongly disagree/disagree)

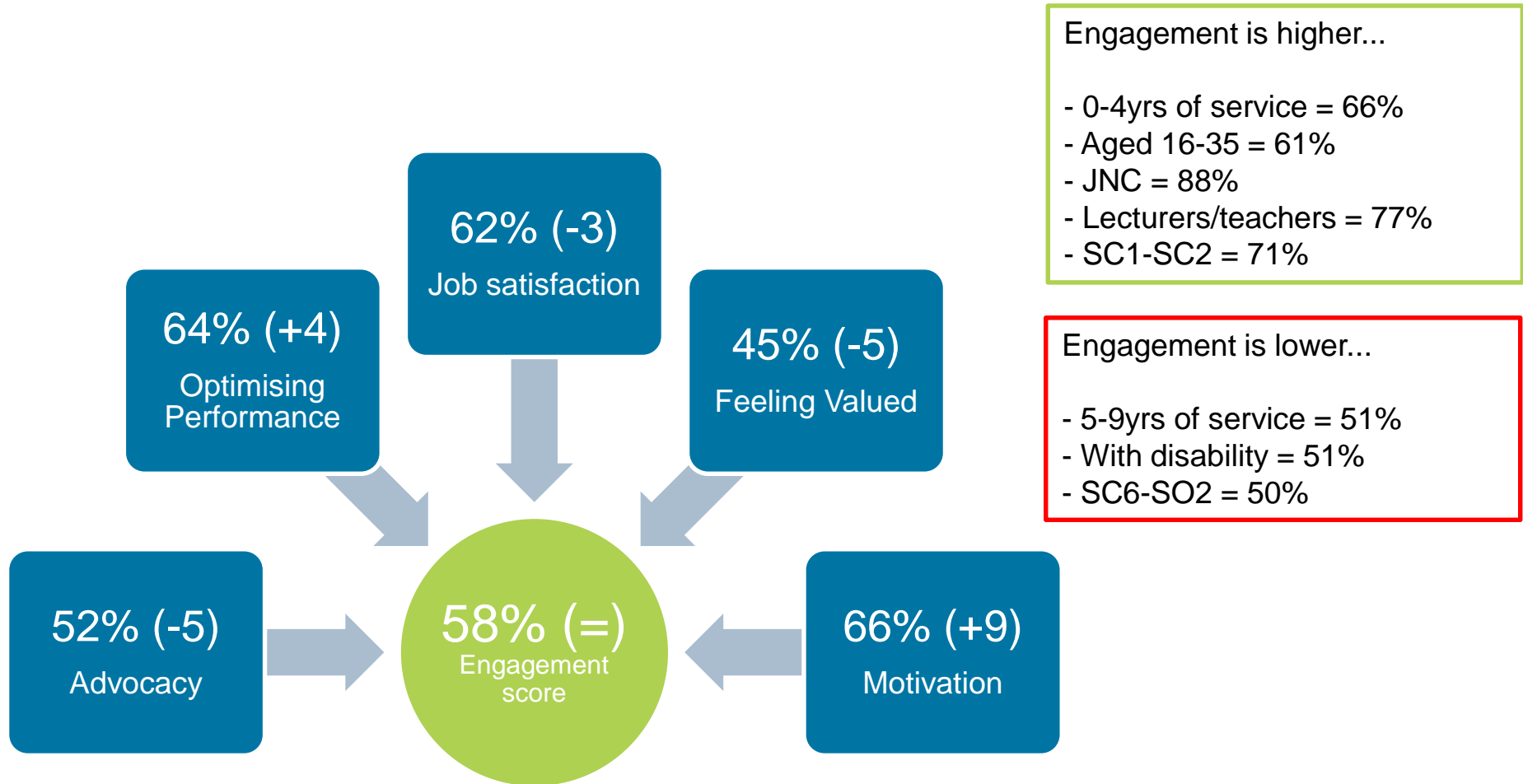|	
51%	• Lewisham Council acts as One Council (% not very much/not at all)
51%	• Have you had an appraisal / PES in the last 12 months to review your performance? (% no)
44%	• My line manager involves me in service / business planning (% sometimes/never)
44%	• There are opportunities for me to develop my career at the Council (% disagree)
43%	• I think I have a positive future ahead of me at the Council (% disagree)

Page 5

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What improvements could be made?

Improvement	Percentage
Better working environment / facilities / processes / systems (IT, equipment, car parking, air con)	18%
Better / more resources (staff, money) / more manageable workload	9%
Better and more transparent levels of communication (listening to concerns, complaints)	9%
Better / stronger / more supportive management team	7%
Better stability / security / less change	6%
More recognition / value / respect / appreciation / equality	4%
Equal / more staff development opportunities / opportunity for progression	4%
Better pay (including bonuses and other benefits)	4%
Appropriate / better collaborative working practices	3%
Flexible working arrangements	2%

Comments of 2% or above are shown

Page 6

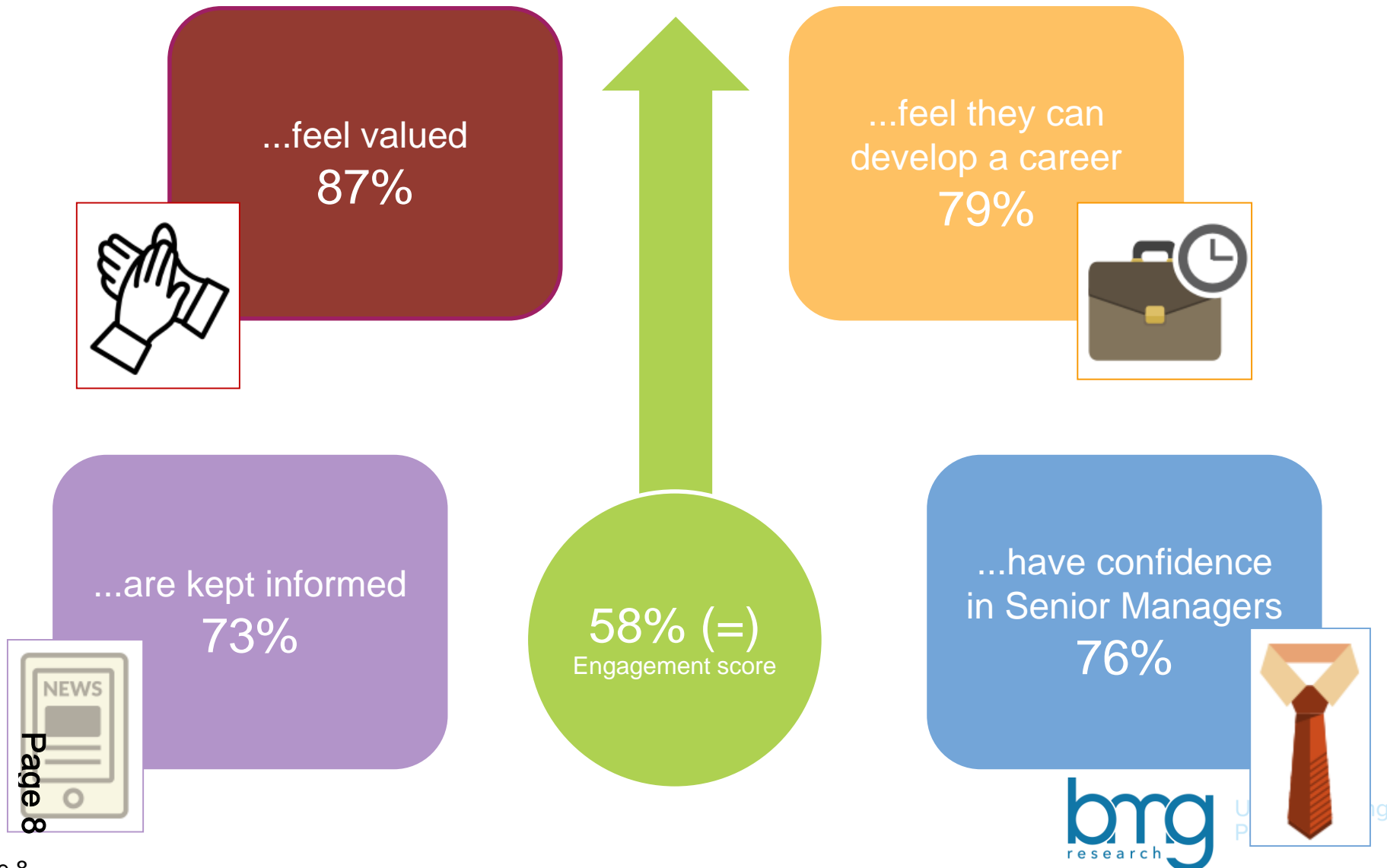bmg research

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Engagement levels, at 58%, have remained stable since 2012. Motivation has improved, but feelings of value and advocacy have declined, and are both the lowest scoring components of engagement
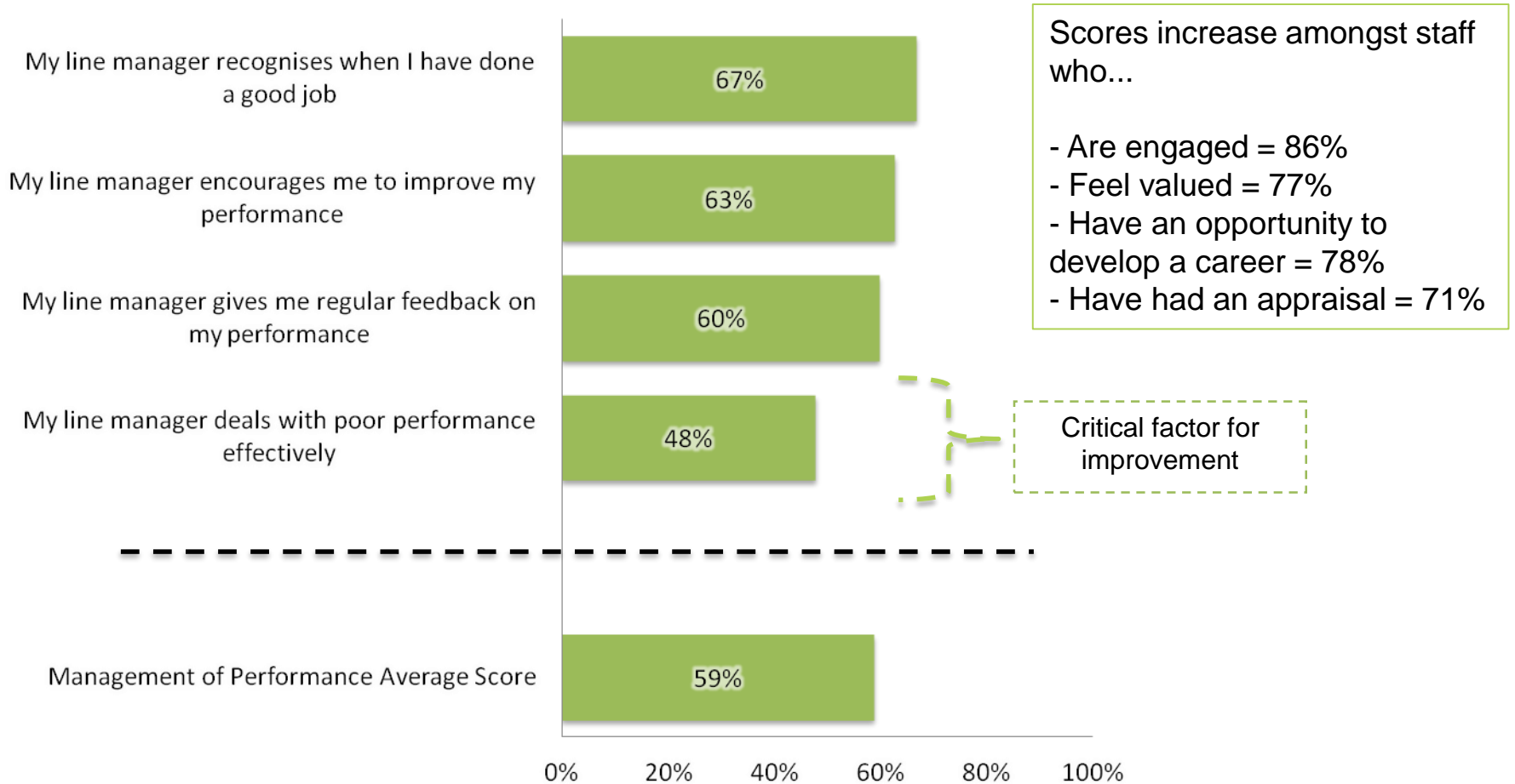
62% (-3)
Job satisfaction

64% (+4)
Optimising Performance

45% (-5)
Feeling Valued

52% (-5)
Advocacy

58% (=)
Engagement score

66% (+9)
Motivation

Engagement is higher...

- 0-4yrs of service = 66%
- Aged 16-35 = 61%
- JNC = 88%
- Lecturers/teachers = 77%
- SC1-SC2 = 71%

Engagement is lower...

- 5-9yrs of service = 51%
- With disability = 51%
- SC6-SO2 = 50%

Figures in brackets ( ) are % change since 2012

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Engagement levels increase amongst staff who...

...feel valued
87%

...feel they can develop a career
79%

...are kept informed
73%

58% (=)
Engagement score

...have confidence in Senior Managers
76%

Management of Performance score

Scores increase amongst staff who...

- Are engaged = 86%
- Feel valued = 77%
- Have an opportunity to develop a career = 78%
- Have had an appraisal = 71%

Critical factor for improvement

My line manager recognises when I have done a good job — 67%

My line manager encourages me to improve my performance — 63%

My line manager gives me regular feedback on my performance — 60%

My line manager deals with poor performance effectively — 48%

Management of Performance Average Score — 59%

0% 20% 40% 60% 80% 100%

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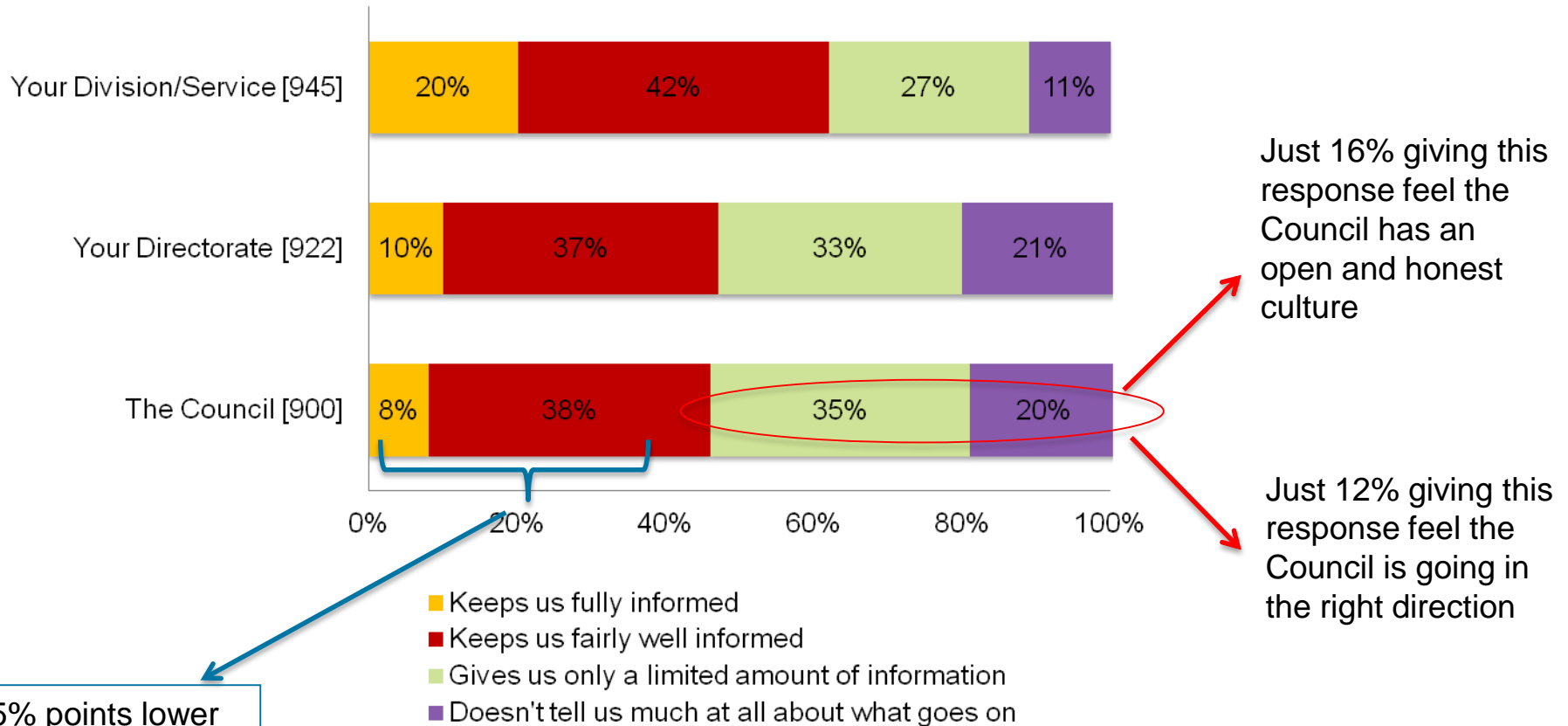
Diversity

- On the whole there were only marginal differences between responses by characteristic
- BME staff are more satisfied with their present job (65%) but less positive (63%) in respect of their skills being utilised than non BME staff (70%)
- Staff who declared they had a disability were generally less positive of the Council
- Lesbian, Gay and Bisexual (LGBT) staff felt they had less opportunity to carry our their job using their own initiative but take responsibility for helping make changes happen (77%)

Wordcloud of suggested savings

Keeping employees informed: this is an area for improvement in a time of change

Your Division/Service [945]
20% | 42% | 27% | 11%

Your Directorate [922]
10% | 37% | 33% | 21%

The Council [900]
8% | 38% | 35% | 20%

0% 20% 40% 60% 80% 100%

- Keeps us fully informed
- Keeps us fairly well informed
- Gives us only a limited amount of information
- Doesn't tell us much at all about what goes on

Just 16% giving this response feel the Council has an open and honest culture

Just 12% giving this response feel the Council is going in the right direction

5% points lower than BMG benchmark

KEY DRIVER OF EMPLOYEE ENGAGEMENT

Page 12

Slide 12

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Recommended Actions

- Career Development
  - Develop managers' skills
  - Create online career development portal
  - Change employee career expectations
- Performance Management
  - Create greater link between corporate and individual performance management
  - Improve PES usage and monitoring
  - Develop managers' abilities
- Communication and Engagement
  - Improve exposure to executive directors
  - Feedback themes and action from Talkback
  - Develop regular staff briefings

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