

Subject	Staff Survey	Status	For Publication
Report to	Authority	Date	21 st January 2021
Report of	Director		
Equality Impact Assessment	Not Required	Attached	No
Contact Officer	George Graham Director	Phone	01226 772887
E Mail	ggraham@sypa.org.uk		

1 **Purpose of the Report**

- 1.1 To present the results of the staff survey to members of the Authority.
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2 **Recommendations**

- 2.1 Members are recommended to:
- a. **Note and comment on the results of the staff survey and the actions incorporated into the updated corporate strategy elsewhere on the agenda for this meeting.**
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3 **Link to Corporate Objectives**

- 3.1 This report links to the delivery of the following corporate objectives:

Listening to our stakeholders

To ensure that stakeholders' views are heard within our decision making processes.

Effective and Transparent Governance

To uphold effective governance showing prudence and propriety at all times.

Valuing and engaging our Employees

To ensure that all our employees are able to develop a career with SYPA and are actively engaged in improving our services.

Our staff are an important stakeholder group and are crucial to our success as an organisation. By considering the results of the survey alongside the update to the corporate strategy members can ensure that appropriate actions are being taken in response to the results.

4 Implications for the Corporate Risk Register

- 4.1 The actions outlined in this report seek to address the workforce related risks identified in the Corporate Risk Register in a way which addresses the specific concerns raised by staff.

5 Background and Options

- 5.1 The Authority undertook its last staff survey in 2018. Good practice is to undertake such surveys regularly in order to gauge the level of staff engagement and to identify issues which could cause concern for management and impact on the effective functioning of the organisation. Given the size of SYPA and the relative stability of the workforce undertaking such surveys every two years represents a sensible approach allowing changes in response to previous surveys to take effect. Thus the organisation was scheduled to undertake a further survey during 2020.
- 5.2 Concerns had been raised by some staff about the degree of anonymity possible in previous surveys, a common issue in smaller organisations with some relatively small teams. In addition there were also some concerns about the robustness of some of the questions in previous surveys and a need was identified to measure progress over time by creating an “engagement index” using the results of the survey. Consequently it was decided to procure an external organisation to undertake the survey on behalf of the Authority. Consultancy+ a part of the Reed organisation were appointed using a national consultancy framework.
- 5.3 The survey was carried out during November with the results being reported in December and shared with staff. A total of 82 responses represents about an 85% response rate, which is regarded as good for a survey of this type and is certainly statistically valid given the size of the workforce. The detailed report is included as an Appendix and the graphic below summarises the results.

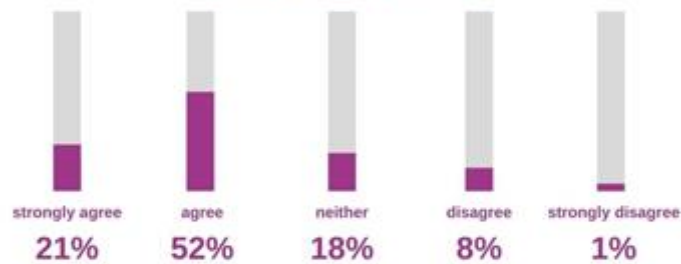
STAFF SURVEY 2020



5.97

Increased
index points
vs 2018 staff
survey

Overall survey results



Our top three areas...

- 1 Treated fairly
- 2 Collaborative teamwork
- 3 Trusted to make decisions



And room for improvement in **career path** and **role stimulation**.



Delivered by **consultancy+**

- 5.4 The broad results show some improvement on 2018 although the two surveys are not directly comparable, and the tenor of responses across the various categories is more positive than in 2018. The qualitative results are also more positive than in 2018 and while negatives are highlighted (as is only right) they are not issues which raise alarm bells. There are also positive comments on the focus that has been placed on health and wellbeing and some aspects of our support for staff while homeworking has been enforced.
- 5.5 The net promoter score (how likely are you to recommend SYPA as an employer) is -10. However, 46% of respondents scored SYPA as 7 or 8 out of 10 and are regarded as passive (or neutral) in the methodology for this measure. While clearly there is work to do here 68% of the respondents were either passive or positive which gives a good base to work from.
- 5.6 Carrying out surveys of this sort is all very well, but the important thing for staff is what management do with the results. The areas highlighted as strongly positive in the graphic are all areas where there has been a significant degree of management focus over the last two years, so it is pleasing to see strong scores in these areas. The areas highlighted as areas for improvement had already been identified in the corporate strategy for the current year as areas for focus but progress has been impacted by Covid-19 and the need to work remotely. These areas will receive renewed focus and feature significantly in the updated Corporate Strategy, elsewhere on the agenda for this meeting, as do some areas highlighted in the qualitative results such as the need to bring the pension administration knowledge base up to date and to reinstate the monthly stand ups (albeit virtually) which has already been done. Visibility of Senior Management is raised as an issue (and is often raised in the results of such surveys). The Senior Management Team are conscious of the issue but are concerned not to create artificial means of interacting with staff across the organisation. The level of informal interaction which takes place in the office is clearly something that is missed by people and which impacts on the visibility of Senior Managers to the organisation as a whole. This is an area we will keep under review and try to take opportunities to address.
- 5.7 These survey results show some positive progress in key areas and having established a baseline we will be able to make much more robust comparisons of progress over time when the next survey is undertaken in 2022.

6 Implications

- 6.1 The proposals outlined in this report have the following implications:

Financial	There are no direct financial implications arising from this report, resources are already in place to support work to improve the career path and provide more development for staff. The work to undertake the survey was funded from the Corporate Strategy Reserve.
Human Resources	The survey results raise issues about maintaining clear career paths and development for staff who have reached the top of the Pensions Officer scale given the relatively small number of promotional opportunities available. Work to address these issues and to continue to improve management and supervisory skills are included in the corporate strategy and will be prioritised in the coming year.

ICT	None
Legal	None
Procurement	None

George Graham

Director

Background Papers	
Document	Place of Inspection