

Bheard 2018

Overview



• Our People •

Survey distributed 1st October 2018 until 31st October 2018



MANCHESTER
CITY COUNCIL

Context



- Our People Strategy recognises that the Council workforce are the driving force behind Our Manchester: Only through a truly engaged workforce displaying the Our Manchester behaviours will we deliver our vision for the City
- Bheard Survey: nationally recognised as a robust measure of employee engagement
- Our 4th Bheard Survey: starting from a low base of engagement (593.9 points in 2015)
- Survey has provided a basis to inform Corporate and Service actions to drive engagement
- Survey delivered prior to the new Corporate Plan

Response Rates

Activity to encourage response

- Communications plan from early August promoting the survey through “You said, We did” examples
- HR work directly with managers of staff without IT access to plan the delivery of paper surveys. (Different methods taken in each Service in response to service specific intelligence i.e. post to home addresses for Education Operations / Delivery to School Kitchens for Catering)
- Throughout the survey, service level response rates updated daily on the intranet supported by a programme of broadcast messages
- Managers of services with lower response rates contacted directly to encourage promotion of the survey
- Extended the survey by a week to allow time for some Education Operations staff to complete at pre-planned training events over half term
- Facilities Management held group sessions where staff could come in during a shift to complete the survey

Results

- Highest response rate to date: 55% (3,849 staff)
 - 59% for online staff (3,336 staff) up from 55% in 2017
 - 36% for offline staff (513 staff) up from 22% in 2017
- Higher response rate than Best Companies average of 42%
- Every directorate has seen an increase in response rate:

	Invitees	2017 Response Rate	2018 Response Rate	Change
Corporate Core	1,747	67%	71%	4%
Children's Services	1,334	31%	38%	7%
Adults Services	1,555	38%	43%	5%
Neighbourhoods	1,634	49%	56%	7%
Strategic Development	700	71%	75%	4%
MCC Total	6,970	49%	55%	6%

- Response rates are slightly higher from staff who work in Central teams (44%), compared to South (42%) and North (31%).
- This is a consistent theme across Children's, Adults and Neighbourhoods directorate teams with the exception in Neighbourhoods where the South Teams had a slightly higher response rate (68%) than the Central Teams (66%).

Timeline of results

**01/10/2018 -
29/10/2019**
**SURVEY
OPEN**

04/12/2018

Presentation of full
Council results to SMT
The Leader and SLG

03/01/2019

Service level results
and free text comments
shared with Service
level managers

24/01/2019

SMT session to agree
high level response
plan

05/12/2018

Broadcast to all staff
with overview of results

20/12/2018

Directorate results
made available to
Directorate DMT's

24/01/2019 onwards

Service level response
and action planning

06/12/2018

Overview of the results
provided to the Trade
Unions

11/12/2018

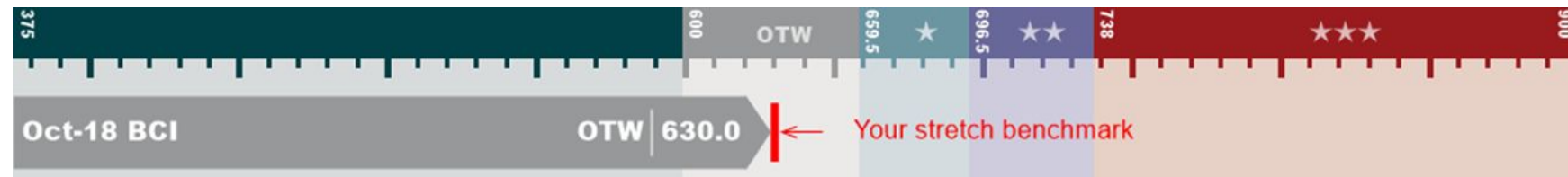
Full directorate and
service level
presentations shared
with SMT and SLG



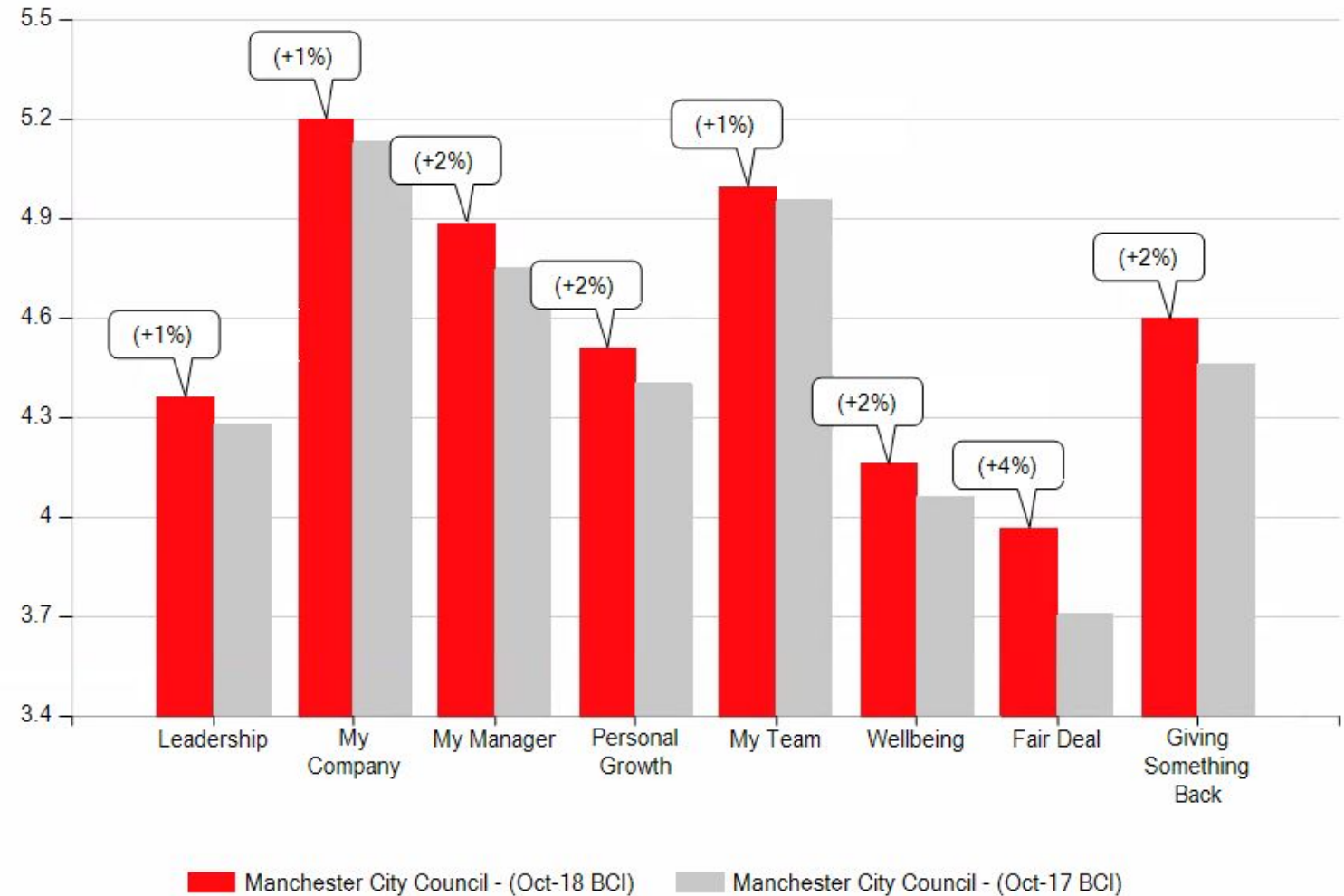
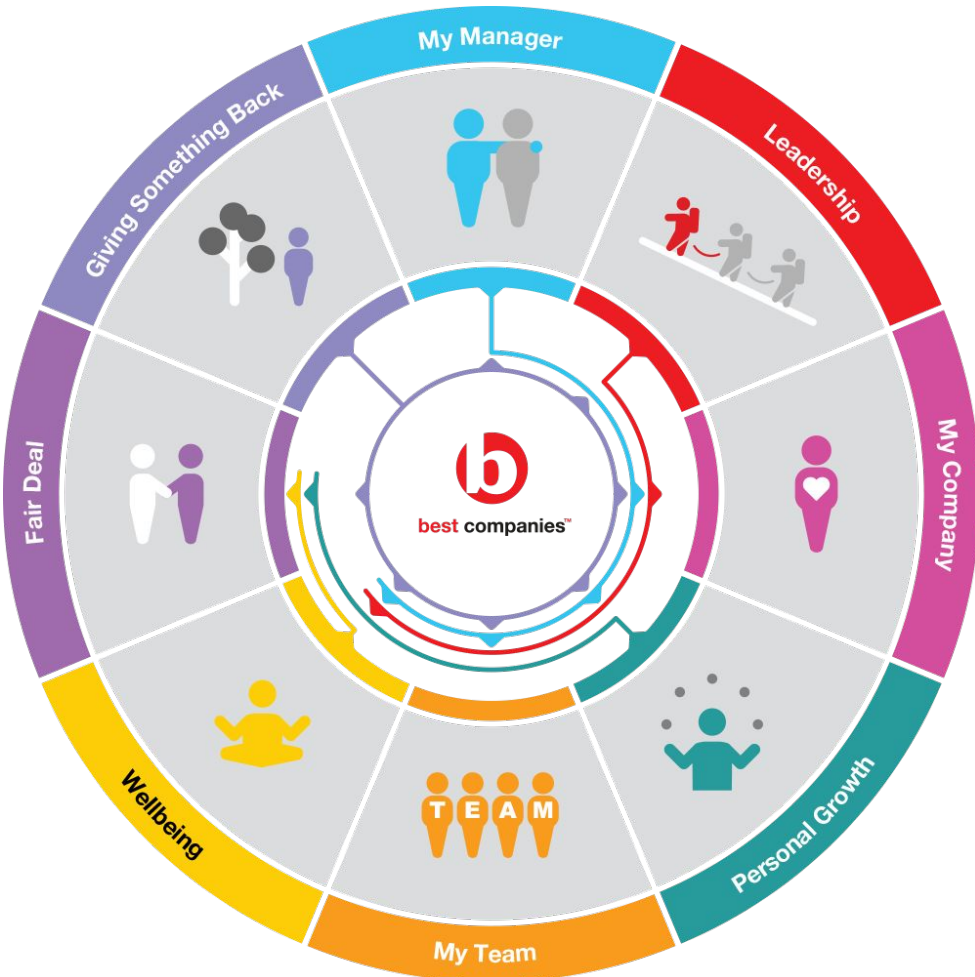
Headline Results



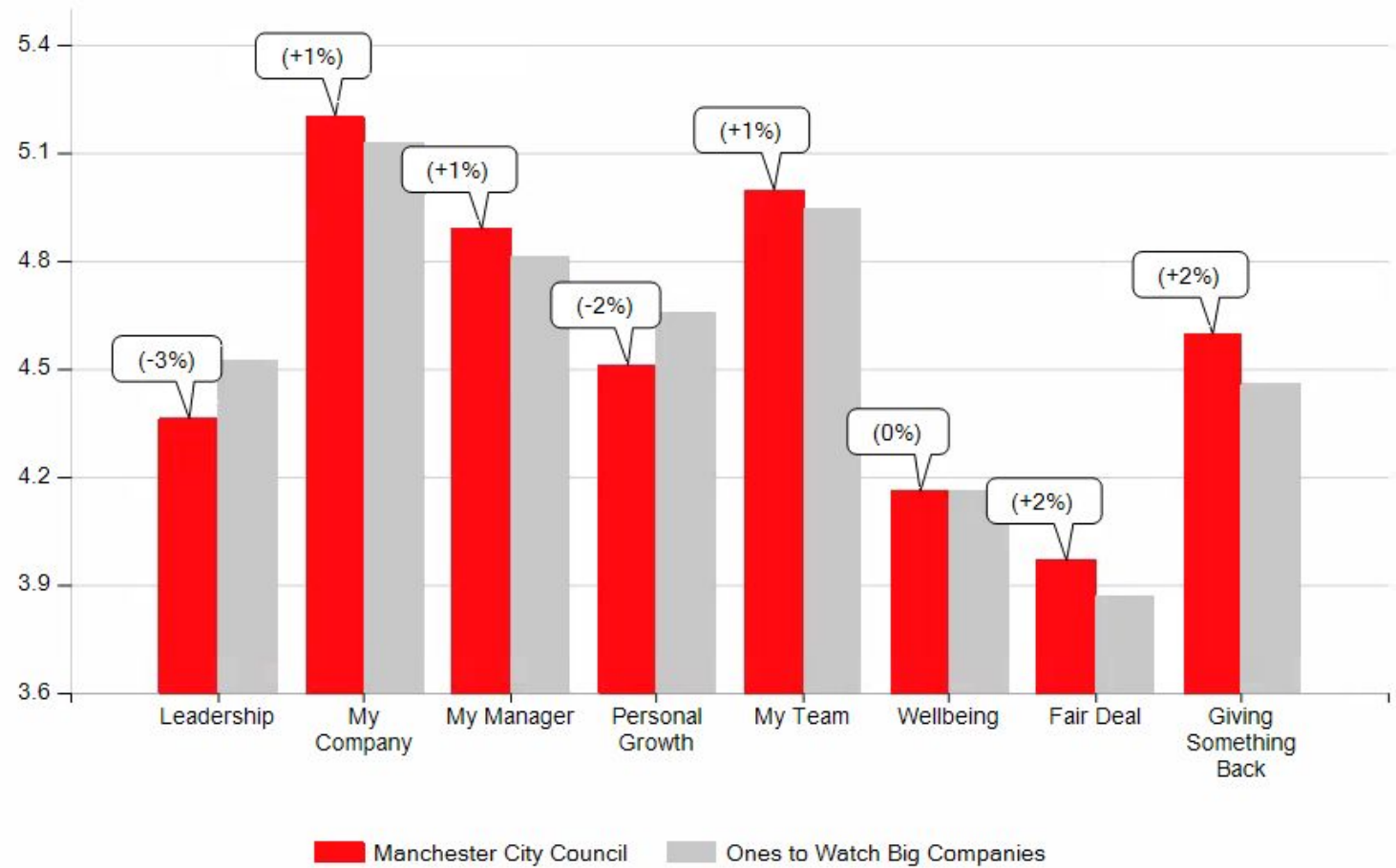
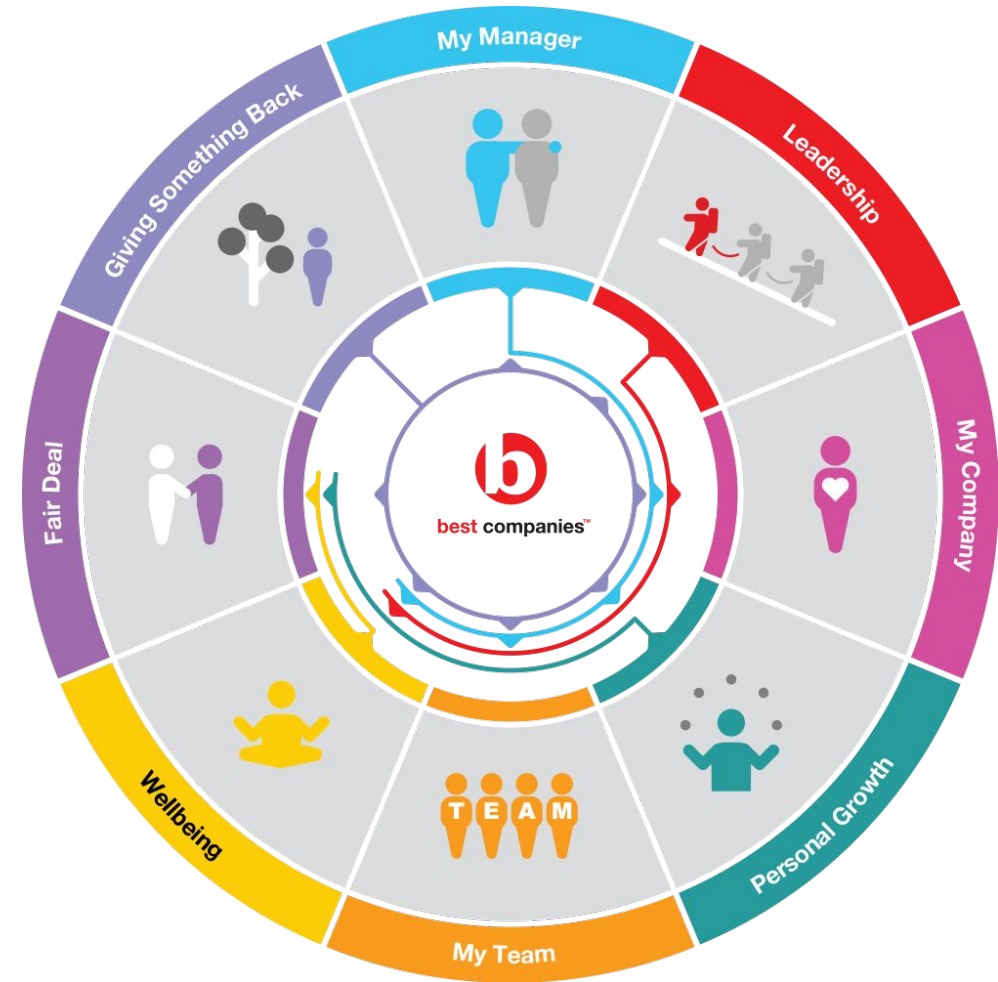
- An overall improvement of 19 points – Now firmly a ‘one to watch’ organisation (630 points)
- Year-on-year improvements across all 8 ‘workforce engagement factors’
- Performing above the “One to Watch” benchmark for five of the eight factors
- Strong improvements on the ‘Management’ factor but focus needed on ‘Leadership’ to reach the Bheard benchmark



Score by Factor Against 2017

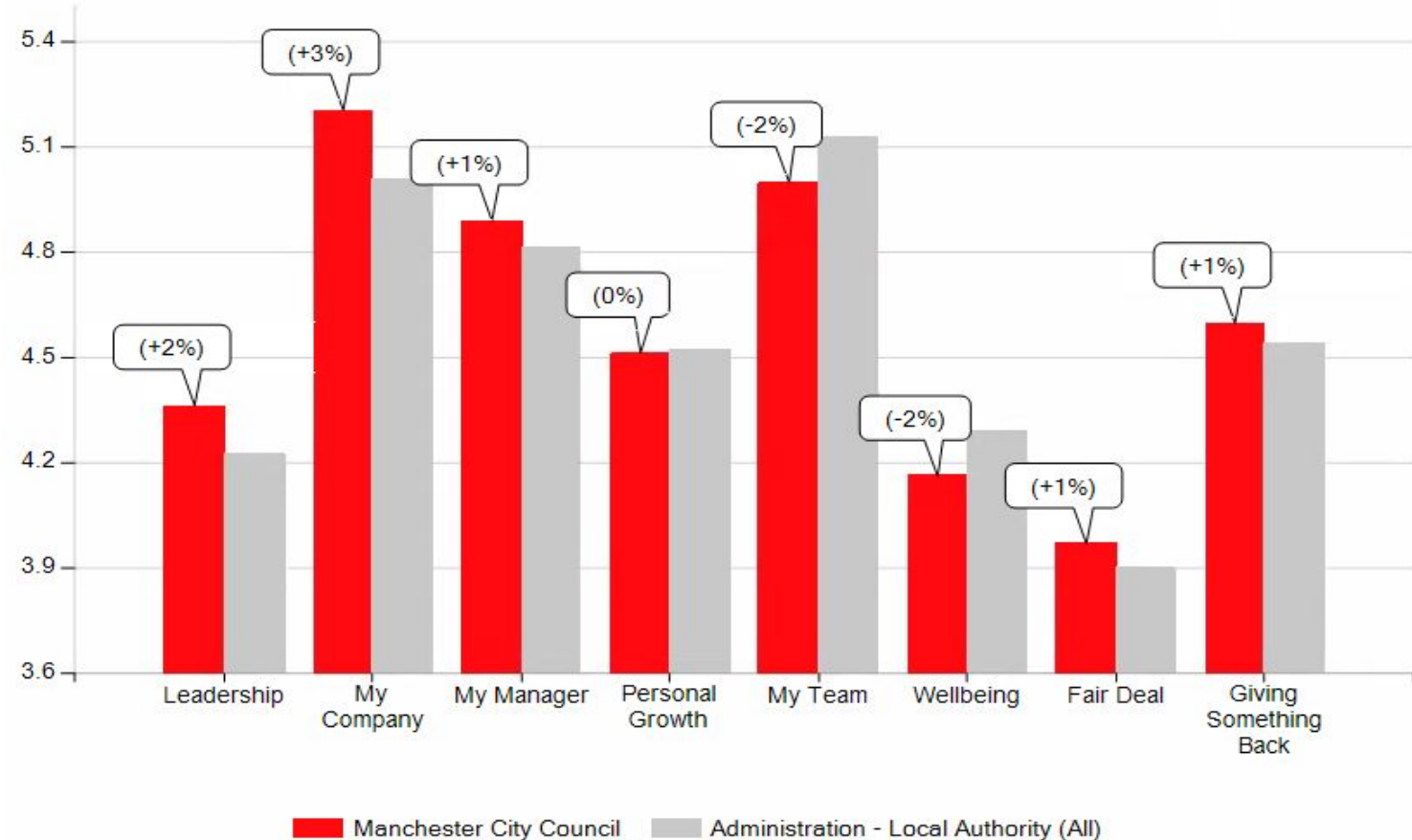
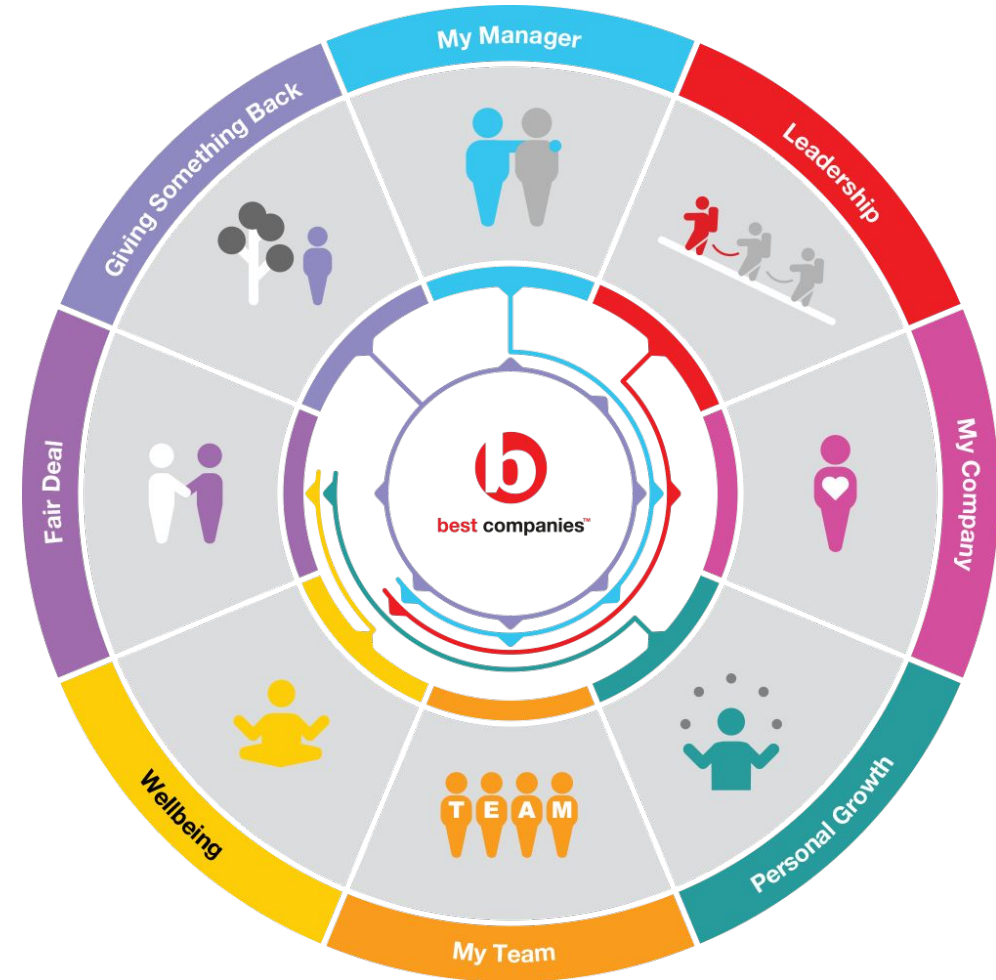


Score by Factor Against Benchmark



Score by factor against other Local Authorities

Manchester is one of 6 local authorities participating in the 2018 Bheard Survey. The other five Councils consist of: two borough Councils, two City Councils and one District Council.



Our Key Strengths

- Improved perceptions of management from staff at the lowest and highest levels of the organisation: - Staff feel their managers care about them as individuals and care about how satisfied they feel in their job, they believe their manager does more listening rather than telling
- Significant improvement in perceptions of pay following a low last year, this is supported by an improved view of wellbeing across all levels
- Staff feel positive about the contribution the Council makes to improving life in Manchester



Areas for Improvement

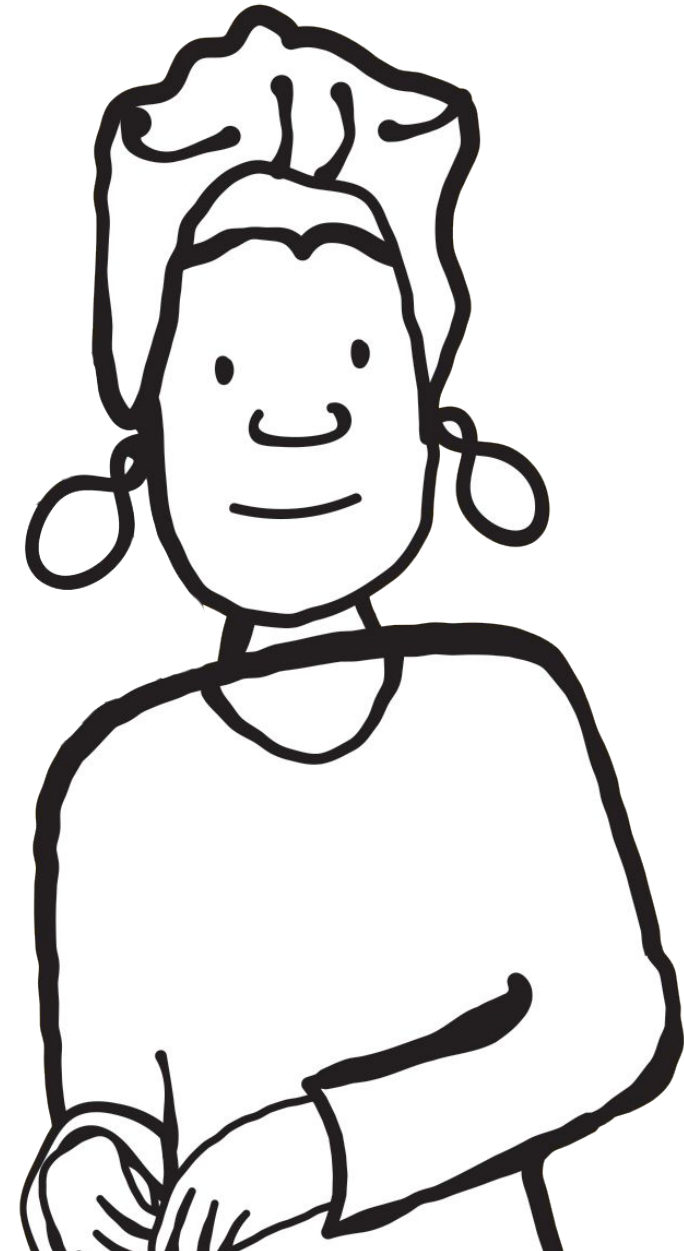


- Staff at all levels believe their job could be better for their personal growth
- Wellbeing across all levels of management remains a cause for concern, particularly at the more senior levels
- All job levels feel a lack of confidence in the vision of the organisation: There is a lack of excitement about where the organisation is going
- There is a feeling that senior managers and the Chief Executive could do more to live the values of the organisation and be more visible and approachable
- Informing is one of our weaker areas of management with staff not feeling like important information is shared

Directorate Breakdown

Improved scores across every Directorate, most notably in Adults (40 points)

Employment Group Name	No. of Responses	Oct-17 BCI Score	Oct-18 BCI Score	Factors V 2017							
				L	MC	MM	PG	MT	WB	FD	GSB
Strategic Development	74.86% (524/700)	635.5 (OTW)	645.7 (OTW)	1	0	2	1	1	-1	2	2
Adults Services	42.77% (665/1555)	606.9 (OTW)	640.0 (OTW)	3	3	1	4	1	3	8	3
Neighbourhoods Directorate	55.57% (908/1634)	622.8 (OTW)	627.8 (OTW)	0	-1	1	0	-1	1	3	1
Corporate Core	71.38% (1247/1747)	599.4	623.7 (OTW)	2	1	3	2	1	2	5	3
Childrens & Education	37.86% (505/1334)	598.8	620.4 (OTW)	0	1	3	1	2	2	3	3



Our Top Services

Directorate	Service	Score	Accreditation Level
Corporate Core	Reform & Innovation	769.8	3*
Strategic Development	City Centre Growth & Regeneration	746.9	3*
Strategic Development	Work and Skills	717.2	2*
Neighbourhoods	Neighbourhood Teams	701.9	2*
Adults Services	Adult Social Work	679.3	1*
Adults Services	Population Health & Wellbeing	678.6	1*
Neighbourhoods	Community Safety Compliance & Enforcement	673.5	1*
Corporate Core	Capital Programmes	672.3	1*
Neighbourhoods	Fleet Management Services	664.8	1*
Strategic Development	Manchester Adult Education Service	656.4	1*



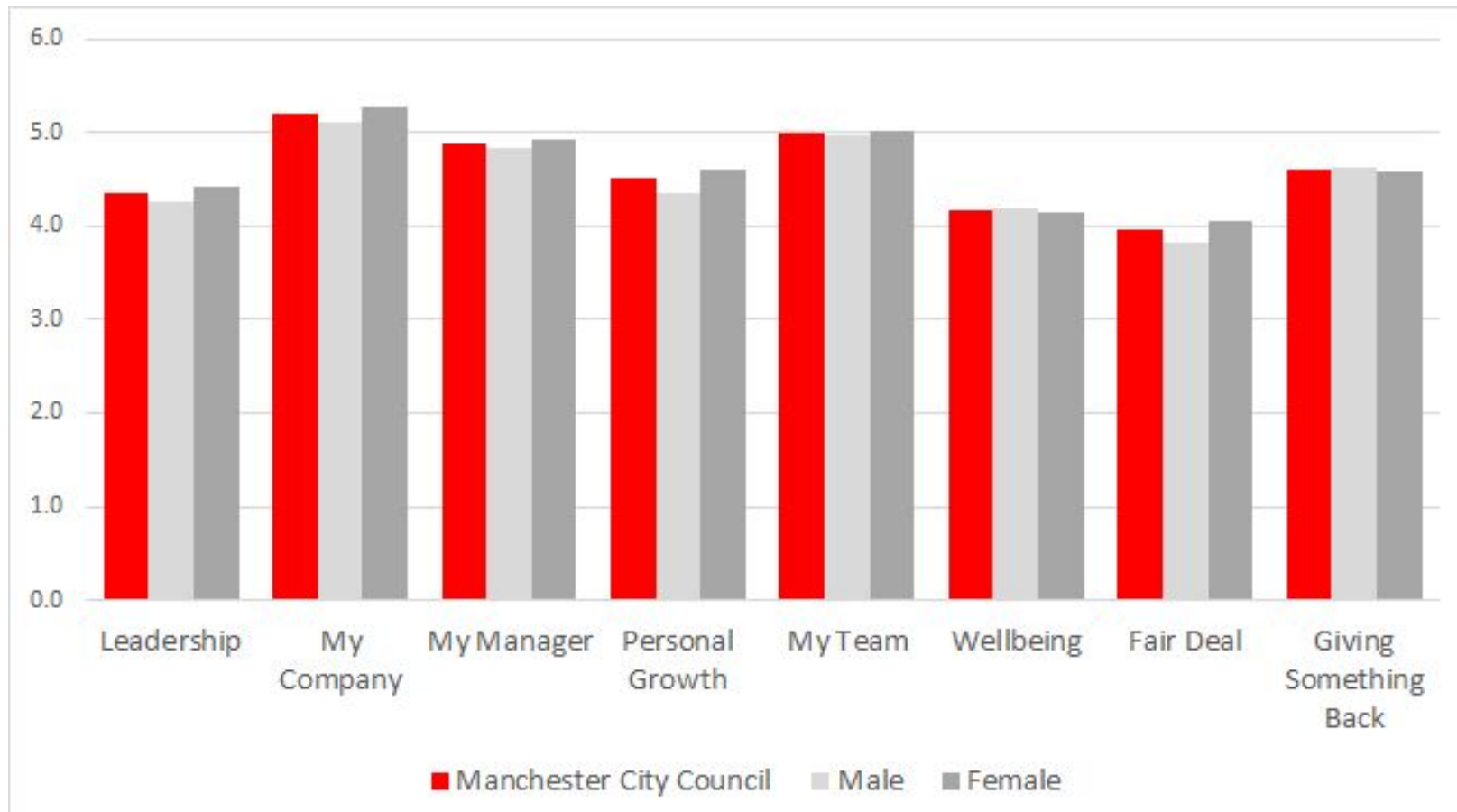
Responses by Protected Characteristic



- 16% of the responses were from staff who consider themselves to have a disability compared to 6% of the workforce who have self declared as disabled. - Consistent with previous years, emphasising the need for work here
- Consistent with previous years, representation from other protected characteristics is broadly in line with the make-up of the Council
- At present engagement data is only available by age and gender
- We are actively working with Best Companies to access engagement data for the other protected characteristics.

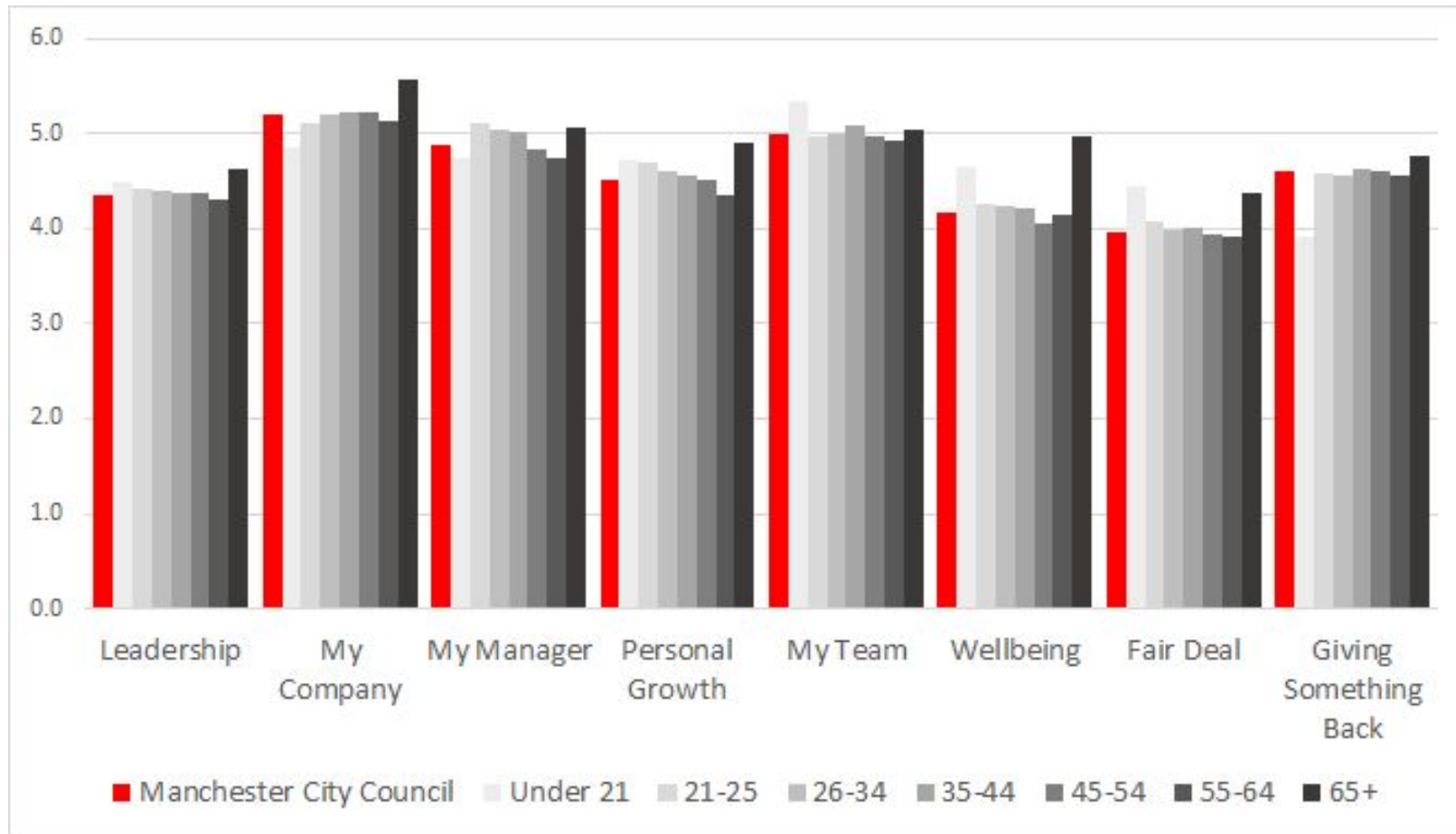
Results by Gender

In line with previous years results, females are slightly more engaged than males although the gap has reduced in the year as Males have seen a higher improvement in engagement levels when compared to 2017 (3% compared to 2% for females). Wellbeing and Giving Something Back are the two factors where males score higher, although this is marginal.



Results by Age

- All age groups are seeing higher levels of engagement than in 2017 with the biggest improvement being for the over 65 cohort (6% improvement), this cohort are also the most engaged overall.
- The 21-25 cohort score highest for the My Manager, My Team and Fair Deal factors.
- The least engaged age bracket is 55-64 with the lowest scoring factor being Fair Deal



Opportunities: Building on our strengths

Opportunity	Evidence
Encourage all staff to attend the Our Manchester Experience to see how they can embed the Our Manchester behaviours in their day-to-day roles – current attendance is 28% of the workforce (2,019), supported by 45 trained staff ‘guides’.	<ul style="list-style-type: none"> Over 100% of staff in Manchester Markets have attended the Our Manchester Experience, this service has seen a 2% increase in the scores for Leadership, 5% improvement for My Company and 14% improvement for Giving Something Back Staff in the Core feel the organisation is keen to help people from disadvantaged backgrounds and the organisation makes a positive difference to Manchester. 39% of staff from the Core have attended the Our Manchester Experience
Encourage managers to attend the leadership training courses available to all managers, particularly the module on Managing Mental Health.	<ul style="list-style-type: none"> Staff in the Core believe their manager is quick to respond when they show signs of being under too much pressure. Over 270 (67%) managers from the Core have enrolled on one of the two management training courses Currently 50% (845) managers have enrolled onto one of the two management training programmes
Reinforce Organisational Clarity, by encouraging staff to attend Listening In Action events to feel more connected to the Corporate Plan and hear directly from the Senior Management Team.	<ul style="list-style-type: none"> 37% of employees (2,681) have now attended Listening in Action Events. The Council scores 3% higher than other Local Authorities for the My Company factor and 2% higher for the Leadership factor.
Promote development opportunities across directorates	<ul style="list-style-type: none"> Adults directorate has seen a 5% increase in the scores for Personal Growth. This year has seen an increased focus on development, including the creation of a new ‘Activators’ group Staff in Childrens feel most positive about their training opportunities (comparative to the other directorates). Approximately 50% of staff from Childrens have attended a training course between April 18 - Jan 19. 538 staff have accessed 1,038 open to all training courses since 01/08/2019

Our Manchester Behaviours

Embedding the Our Manchester behaviours is at the heart of the Our People Strategy, which is integral to the delivery of one of the priorities of 'Our Corporate Plan': A well managed Council.

In supporting this to happen, key achievements include:

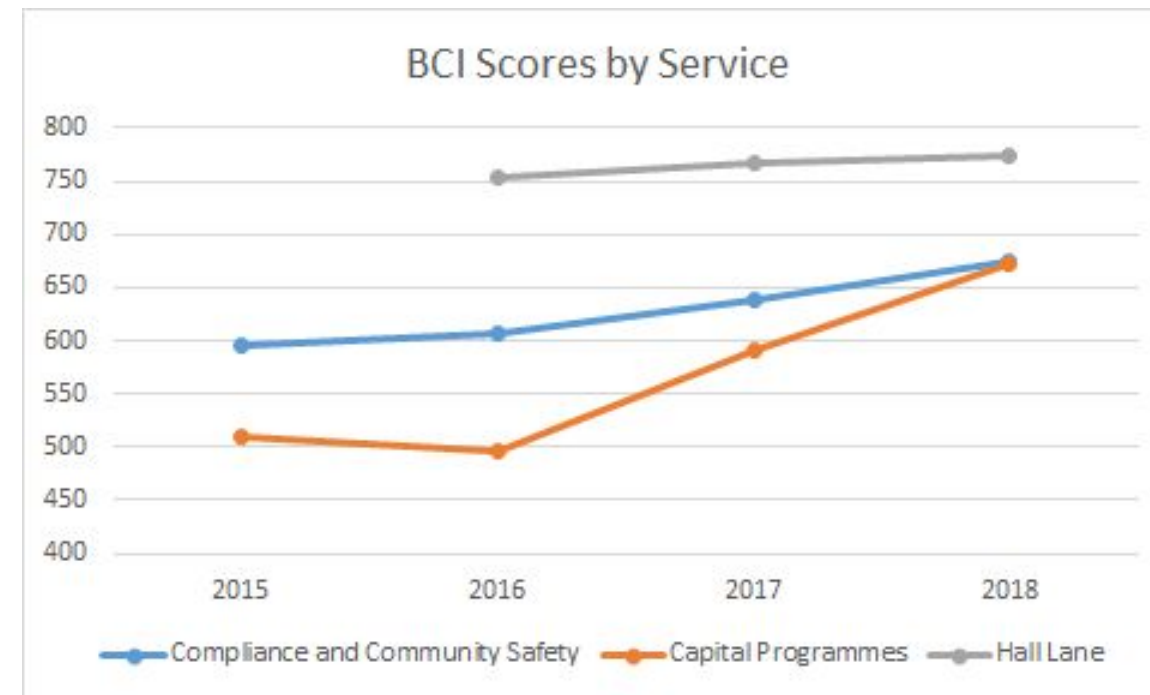
- The Our Manchester Experience has seen over 2,400 attendees, supported by over 45 Guides from across the Council.
- Our Manchester Behaviours toolkit launched, which includes 4 new tools to help staff to understand and embed the behaviours in their role, and service. There are 66 toolkit 'champions' trained (0.93% workforce) across 37 services.
- About You approach to appraisals and one-to-ones with Our Manchester at its heart
- Over a third of the workforce have attended Listening in Action sessions
- Over 325 staff have accessed the Council's employer supported volunteering policy, providing over 2,473 hours in volunteering, demonstrating their commitment to putting the Our Manchester behaviours into action.
- Behaviours embedded into the organisational way of working, through Awards for Excellence categories and judging criteria, Recruitment and Selection Guidance, and internal communication stories and case studies.
- 340 managers attended the Leadership Summit 2018, which weaved the behaviours throughout all organisation priorities, giving managers opportunities to demonstrate the behaviours in their roles.
- A range of service specific workshops / support provided to help further understanding and embedding of the behaviours.
- Supporting the co-design and testing of the Strengths Based Development Programme aligning key messages from Our Manchester Experience.
- Learning and development provider event to ensure Our Manchester is embedded across all our training
- Targeted future activity informed by the Our Manchester service self assessment

Best Practice Case Studies

Taking a proactive approach when responding to bHeard feedback is key to improving future outcomes within services; those that have taken this approach have achieved the biggest growth in the overall scores. In particular Hall Lane Day Centre from Adults Services, Capital Programmes from Corporate Core and Compliance and Community Safety from Neighbourhoods have all seen outstanding results.

All three services:

- Had a senior member of staff take responsibility for the survey.
- Started by consulting with HR and making use of the additional workforce data available.
- Took an open and honest approach with staff when feeding back the results.
- Created staff led groups to address specific issues that came out of the survey results.
- Were realistic about expectations - responding to what they could do and were open about what they could not.
- Developed clear action plans which were shared with staff.
- Achieved incremental improvements year on year



Best Practice: Hall Lane

Hall Lane is one of three Daytime Support Centres across the City and provides front line support to the local community.

Initiatives:

- A real focus on staff engagement; working directly with staff to build confidence so that they feel empowered in their roles.
- Recognition was key - through management regularly praising staff for good work and acknowledging work effort.
- The majority of meetings now held on site and at times when all staff are able to attend.
- Co-developed with staff new localised flexible working arrangements, for both staff and the Day Centre as a service.
- They have been open about the results and have communicated their successes.
- The roles within the Hall Lane Day Centre involve working with the local community and the staff at Hall Lane feel really connected to the people they support and a real sense of achievement/value in the work they do

Best Practice: Capital Programmes

Capital Programmes are responsible for the delivery of a portfolio of high-quality capital projects and the management of construction and professional service frameworks on behalf of a wide range of internal and external clients.

In 2016 the service was the second lowest scoring across the Council. Since June 2018 the service has been working on implementing a culture that works for the staff within the service and have been passionate about responding to the survey results. The service established a team across the service who were tasked with looking at the results and actively listening to staff feedback. An action plan was developed with the management team initially targeting the “quick wins”:

- A monthly newsletter to celebrate successes and help staff get to know each other more by interviewing one staff member each month.
- A fortnightly broadcast distributed via email updating staff on general messages and business plan updates.
- A Christmas Toy Appeal.
- Foodbank collections throughout the year.
- Volunteering sessions arranged for all parties throughout the year.
- Development plans which have included succession planning and training plans for all staff.
- An apprenticeship programme.
- Team building lunches.
- A new intranet site for the service.
- A new local induction manual so that new employees get off to the best start.
- Worked with staff to implement a new Flexible working scheme in line with the OWOW principles.
- One-to-Ones are happening more regularly with all staff.

The service really values having a culture where people are feeling engaged at work and ensure that any activity undertaken is received with genuine intent.

Best Practice: Compliance and Community Safety

The Compliance and Community Safety service incorporates the teams which fulfil the council's duties in respect of protecting the public and the environment and keeping Manchester citizens safe through reducing crime.

- Tried to understand the results in the context of the different teams within the service and worked with HR to get additional data from Best Companies
- Were open about the results with staff and recognised the way staff were feeling.
- Asked staff for their views on what they wanted to see done differently to make this a better workplace, in order to develop tangible actions for the future that can have real impact.
- Delivered on the actions set out.
- Senior Managers became more visible and approachable, and hotdesked with all of their different teams regularly.
- They established a staff group to lead on collecting some of the feedback and continuing the discussion of service improvement.
- Fed back what they had acted on and what they were unable to do along with the reasons behind these decisions.
- They took the time to recognise the good.

Continued focus
on overarching
delivery of
Our People
Strategy

Building on our
strengths

Our Corporate Response Plan

SMT

Externally
facilitated
development
programme to
commence in early
2019 to:

Create a sense of 'team'
and expectation of
collective responsibility
and accountability across
SMT

Address the challenges to
creating a truly shared
vision for the
Organisation which can
be clearly and succinctly
articulated to staff

Facilitated personal
development

SLG

2019 Programme
to:

Agree a leadership
proposition in the context
of feedback and our
behaviours generally (to
commence with an
externally facilitated
session in early 2019)

Create a sense of 'team'
and expectation of
collective responsibility
and accountability

Leadership and
management
development
programmes refreshed in
context of future
leadership vision

Personal Growth

New OD Lead to
commence in early
2019

Development of an
organisation-wide
talent strategy

Increased
promotion of our
strengthened
learning offer:
Apprenticeships,
Open to All
learning, Elearning,
emerging
mentoring
programme etc.

Local Response Actions

Circa. 3 priority areas to
be identified at
Directorate and Service
area and SMART actions
identified

Focus on identifying and
addressing quick win and
process improvements
from free-text comments:
'you said we did'
throughout the year

Strengthened
internal
communications
programme to
communicate
our response to
the survey –
'You Said, We
Did'



Service Level Response

HR offer to services

HR have shared all the service level results including the presentations and the free text comments.

Alongside this HR have made a blanket offer to all services to go out to directorate and service management teams to present the results, outline how to read the presentations and how to interpret the results.

HR are collecting areas of best practice from services and will be sharing this with directorates.

Expectations of services

Work with HR to understand the results

Think about the service level context behind the results

Communicate results to all staff openly and honestly

Ask staff for their ideas giving staff groups a clear mandate for what you want them to look at and feedback on

Act on ideas

Bring this all together into an action plan

Advice for services and lessons learned

Don't be defensive/try to explain away results

Recognise and build on what works as well as what needs to change

Be authentic

Develop action plans based on the data

Proposed actions need to fall within the discretion of the management team.

Make clear that any changes proposed/implemented were done as a result of the Engagement Survey

Be clear about what you are not able to do and why

Don't try to do everything all at once!