

# **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**

## **PERSONNEL COMMITTEE**

**11TH DECEMBER 2023**

### **REPORT OF THE HEAD OF PEOPLE AND ORGANISATIONAL DEVELOPMENT – SHEENAGH REES**

#### **Matter for Information**

**Wards Affected: All wards**

#### **Introduction of an Annual Employee Engagement Survey**

##### **1. Purpose of Report:**

The purpose of this report is to provide Members with background information in relation to Employee Engagement, and an overview of an annual Employee Engagement Survey to be rolled out across the council; the results of this survey will inform the development of an Employment Engagement Strategy.

##### **2. Executive Summary:**

The development of an Employee Engagement and Communication Strategy is identified as an action towards achieving our workforce priority of being an Employer of Choice, through the employee experience and engagement offered.

The availability of robust data on levels of employee engagement, now and in the future, will be key to developing and delivering the strategy.

The proposed Annual Employee Engagement Survey will provide a mechanism for gathering this data.

### 3. Background:

The Chartered Institute of Personnel and Development (CIPD) set out in relation to employee engagement that “employees who have good quality jobs and are managed well, will not only be happier, healthier and more fulfilled, but are also more likely to drive productivity, better products or services and innovation. This mutual gains view of motivation and people management lies at the heart of employee engagement”.

There are many definitions of what employee engagement is; the CIPD recommend that of the Utrecht University group of occupational psychologists which defines ‘work engagement’ as a state of mind in which, rather than being burnt out, employees show:

**Vigour** (energy, resilience, effort)

**Dedication** (enthusiasm, inspiration, pride)

**Absorption** (concentration and being engrossed in one’s work)

‘Engaging for Success: enhancing performance through employee engagement’ was a report to Government written by David MacLeod and Nita Clark in 2009. The report found that high performing organisations were more likely to demonstrate what MacLeod and Clark called the “four enablers of employee engagement”:

- Leadership that gives a **strong strategic narrative** about the organisation
- **Engaging line managers** who motivate, empower and support their employees
- **Employee voice** throughout the organisation, to involve employees in decision making
- **Organisational integrity** that stated values are reflected in the actual organisational culture: **what we say is what we do.**

Evidence shows a positive relationship between employee engagement and other business metrics, including customer satisfaction, productivity, innovation, staff retention, efficiency and health and safety performance.

### 4. How do we measure employee engagement?

What drives or hinders commitment or motivation can be different in one organisation from another, so it is important to give employees effective channels for voice and to listen carefully to their concerns and aspirations.

The CIPD recommend that employers conduct regular employee attitude surveys to give a representative view of employee experience across the organisation but combine quantitative and qualitative feedback, to ensure a richer understanding of employees in their own words. This will give a deeper insight into why people are happy or unhappy.

## **5. Launch of an annual employee survey**

Following discussions with CDG and CMG, it is proposed to launch an annual survey, which will combine quantitative and qualitative employee feedback. The draft survey is attached at appendix 1 to this report.

The draft survey is based on one that the Corporate Policy, Performance and Engagement Manager originally developed for Children & Young People Services some years ago. It has been updated to include questions on more recent developments such as Hybrid working and has been cross referenced with 'Gallup's 12-item engagement survey'.

The results of the survey will be collated, and the feedback provided will be used at a corporate level to inform the development of our strategic workforce approach, but importantly each Head of Service will be provided with the feedback, to enable the development of service level approaches to support retention and the well-being of staff.

It is proposed to also issue the survey to schools; the questions will be adapted to ensure the questionnaire engages effectively with school-based staff and uses language that is more relevant to them. This will be developed in partnership with the ELLL Senior Management Team.

The proposals have been shared at a meeting of LLAN (the Primary Sector Headteacher Group) and will be discussed with the Trade Unions at their meeting in January.

## **6. Methodology**

In order to make the survey inclusive and accessible to all employees, online and printed versions will be available in Welsh and English. Officers will also attend specific workplaces, where appropriate, to offer opportunities for interviews to complete the survey.

The survey will be constructed using Snap Survey software and analysed in-house with advice.

## **7. Timescale**

It is proposed that this will be an annual survey, which will enable the council and services to, over time, monitor trends, and determine the impact of any actions taken to address issues raised in previous years' surveys.

The proposed timetable is:

- January - March 2024 - confirm draft survey and pilot; develop internal communication campaign plan; survey build;
- March 2024 – survey launches
- April / May 2024 awareness communications / engagement activities
- June 2024 – survey closes; data input; survey analysis
- July 2024 – full survey report, service area reports and communication

## **8. Financial Impacts:**

No impacts.

## **9. Integrated impact assessment:**

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016. The first stage assessment, attached at appendix 1 has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language”.

## **10. Valleys Communities Impacts:**

No Impacts.

**11. Workforce Impacts:**

It is anticipated that the annual Employee Engagement Survey will have a positive impact on the workforce as it will be a key mechanism for employee voice, enabling employees to communicate their views to the council and influence matters that affect them at work.

**12. Legal Impacts:**

No impact.

**13. Risk Management Impacts:**

No impact.

**14. Crime and Disorder Impacts**

No impact.

**15. Counter Terrorism Impacts**

No impact

**16. Consultation:**

There is no requirement under the Constitution for external consultation on this item. The Trade Unions will be fully briefed and will be asked for their input and support for the proposed survey.

**17. Recommendations:**

It is **RECOMMENDED** that Members **NOTE** the proposals for an Annual Employee Engagement Survey.

**FOR INFORMATION**

**18. Appendices:**

Appendix 1 – Draft Employee Engagement Survey Questionnaire

Appendix 2 – First Stage Integrated Impact Assessment

**19. List of background papers:**

None.

**20. Officer Contact**

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