# Executive Presentation – Staff survey

May 2022

# Survey Design and Delivery

Survey administration: 14 February to 01 April 2022.

The survey remained broadly consistent with 2018 and previous years to enable past year comparisons.

Staff received the survey via an email invitation and paper surveys were available. SMBC set up and managed the survey process.

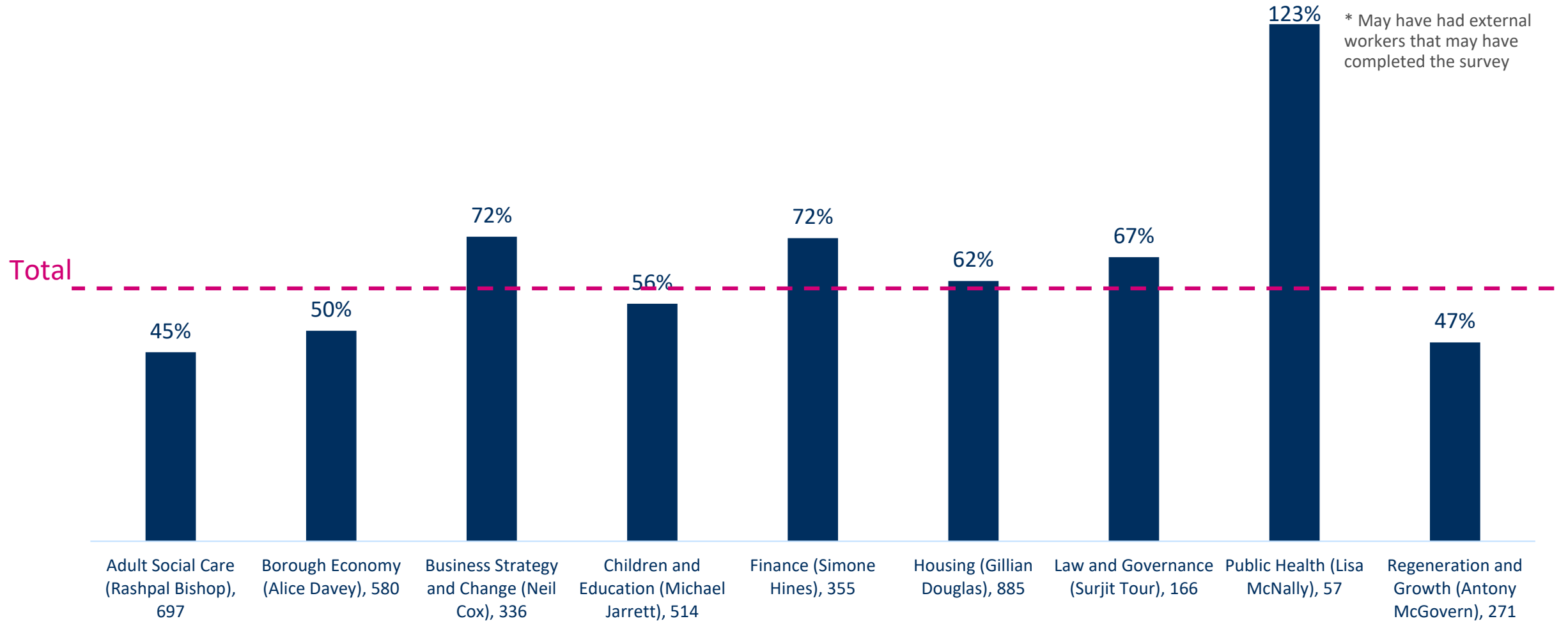Benchmark comparison to BMG's Local Authority organisations.

**61%** response rate

3,913 were invited and 2,374 completed

**-2% versus 2018**

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# Response rate by Directorate



123%

* May have had external workers that may have completed the survey

Total

| 72% | | 72% | | | | |
| 67% | | | | | | |
| 62% | | | | | | |
| 56% | | | | | | |
| 50% | | | | | | |
| 45% | 47% | | | | | |

Adult Social Care (Rashpal Bishop), 697 — 45%
Borough Economy (Alice Davey), 580 — 50%
Business Strategy and Change (Neil Cox), 336 — 72%
Children and Education (Michael Jarrett), 514 — 56%
Finance (Simone Hines), 355 — 72%
Housing (Gillian Douglas), 885 — 62%
Law and Governance (Surjit Tour), 166 — 67%
Public Health (Lisa McNally), 57 — 123%
Regeneration and Growth (Antony McGovern), 271 — 47%

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# Headline results

# Thematic overview

## Themes generally dipped vs 2018 and now more aligned with 2017 levels. However, above BM in most cases.

| Theme* | Agree | Neither | Disagree | 2018** | Vs 2018 | 2017** | Vs 2017 | BM** | Vs. BM |
|--------|-------|---------|----------|--------|---------|--------|---------|------|--------|
| Your Job | 73 % | 15 % | 11 % | 75 % | - 1 % | 73 % | 1 % | 67 % | **9 %** |
| Communication | 60 % | 24 % | 17 % | 64 % | - 4 % | 62 % | - 2 % | 52 % | 4 % |
| Customer Service | 62 % | 26 % | 12 % | 71 % | **- 9 %** | 65 % | - 3 % | -- | -- |
| You Manager/ Supervisor | 73 % | 16 % | 11 % | 74 % | - 2 % | 73 % | 0 % | 69 % | 4 % |
| Senior Management | 44 % | 33 % | 23 % | 52 % | **- 7 %** | 49 % | - 4 % | 43 % | 1 % |
| Learning and Development | 72 % | 21 % | 7 % | -- | -- | -- | -- | -- | -- |
| Pay and Rewards | 47 % | 23 % | 30 % | 53 % | - 4 % | 49 % | 0 % | 55 % | - 1 % |
| Work Life Balance and Wellbeing | 66 % | 21 % | 13 % | 67 % | 2 % | 63 % | 2 % | 66 % | 0 % |
| Equality and Diversity | 71 % | 18 % | 10 % | 72 % | - 1 % | 70 % | 1 % | 71 % | 0 % |
| Working at Sandwell | 63 % | 26 % | 11 % | 67 % | **- 6 %** | 63 % | - 1 % | 60 % | 2 % |
| Working Environment | 79 % | 13 % | 7 % | -- | -- | -- | -- | -- | -- |

*Only themes shown that use the 5-point Strongly Agree-Strongly Disagree scale. Averages calculated using only 5 point Strongly Agree-Strongly Disagree scale questions
** Not all questions are the same in each theme year on year. A rule of at least 50% has been applied and so the comparison should be interpreted as indicative only

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# Changes since 2018

Out of 43 comparable measures...

**Over time**

**1 has notably improved since 2018**

**25 have remained stable since 2018**

**17 have notably declined since 2018**

*Improved = 5% or more above or below 2018 %favourable*
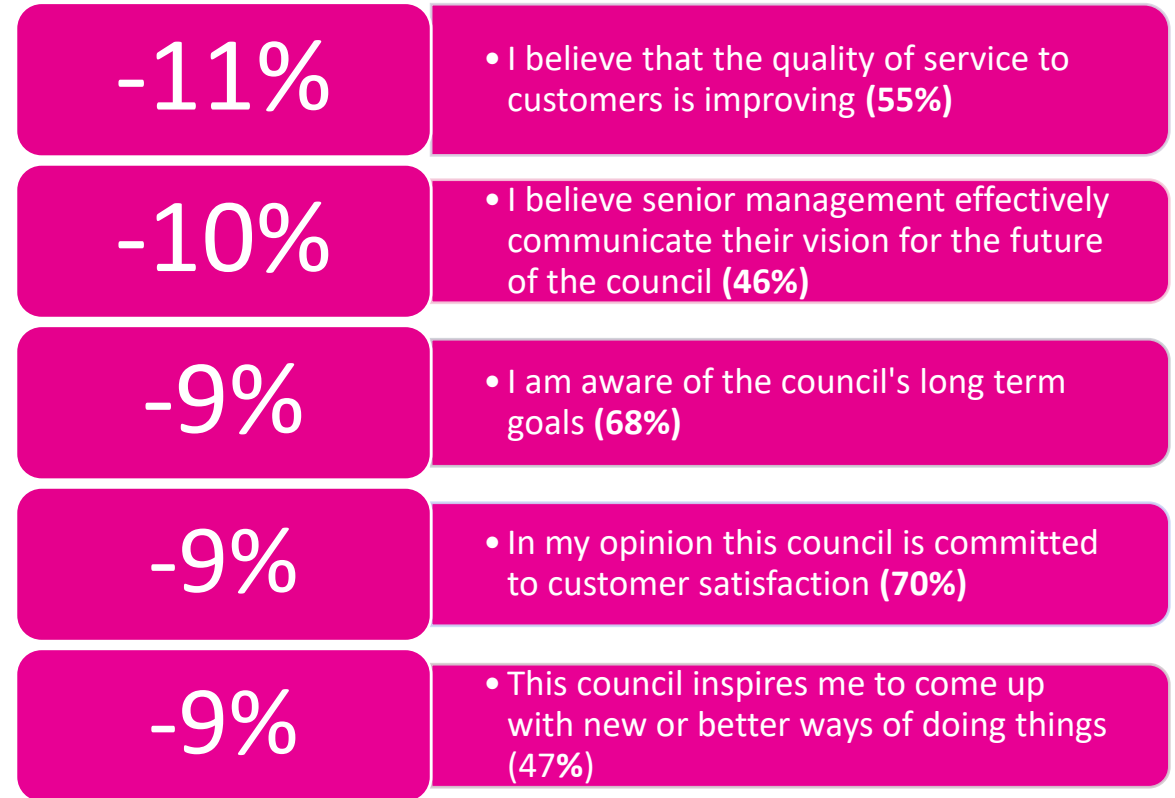*Stable = 4% + or –*
*\*based on comparable questions on the 5-point strongly agree to strongly disagree scale*

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# Largest differences since 2018

## Most improved:

**7%** — • The learning and development I have received is helping me to develop my career **(59%)**

**4%** — • There are policies/practices in place to support me if I experience stress or pressure **(72%)**

**3%** — • I think the council positively supports my health and wellbeing **(64%)**

**1%** — • There is good co-operation between teams I work with **(68%)**

## Most declined:

**-11%** — • I believe that the quality of service to customers is improving **(55%)**

**-10%** — • I believe senior management effectively communicate their vision for the future of the council **(46%)**

**-9%** — • I am aware of the council's long term goals **(68%)**

**-9%** — • In my opinion this council is committed to customer satisfaction **(70%)**

**-9%** — • This council inspires me to come up with new or better ways of doing things **(47%)**

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# Employee feel most strong that...

% Positive

| | | Vs. 2018 | Vs. BM |
|---|---|---|---|
| **91%** | • I understand how my service area contributes to the Corporate Plan* | -- | -- |
| **91%** | • I understand how my work contributes to the objectives of my service | -2% | **+12%** |
| **89%** | • I feel I am able to carry out my job role just as well when working in a smart way* | -- | -- |
| **88%** | • I am encouraged and trusted to work in a smart way (agile working) by my manager / supervisor* | -- | -- |
| **87%** | • I feel the council enables and supports smart working* | -- | -- |

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*not asked to full population. Roughly 1800 of the 2300 responded to these questions.

# Staff most disagreed to...

% Negative

| 39% | • Considering my duties and responsibilities, I feel my pay is fair (43% positive) |
|-----|-----------------------------------------------------------------------------------|
| 37% | • I feel that hard work and dedication to the job is recognised and rewarded in the council (32% positive) |
| 26% | • I have the opportunity to contribute my views before changes are made which affect my job (48% positive) |
| 25% | • I feel senior leaders would welcome my ideas and opinions (40% positive) |
| 23% | • I believe senior management are open and honest in their communications with staff (46% positive) |

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# Comparison to benchmark
Out of 33 comparable measures…

**12 are notably above benchmark**

**14 are in-line with benchmark**

**7 are notably below benchmark**

*'Notably' = 5% or more above or below benchmark*
*In-line = 4% + or –*
*\*based on comparable questions on the 5-point strongly agree to strongly disagree scale*

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# Largest differences to benchmark

## Most above:

| | |
|---|---|
| **+15%** | • My line manager keeps me up to date with what is going on **(73%)** |
| **+14%** | • I would feel able to report bullying, harassment or discrimination without worrying that I would be treated in a negative way **(68%)** |
| **+13%** | • I believe that action will be taken on the findings identified in this survey **(47%)** |
| **+13%** | • I am valued for what I can offer the council **(63%)** |
| **+12%** | • I understand how my work contributes to the objectives of my service (91%) |

## Most below:

| | |
|---|---|
| **-17%** | • This council motivates me to contribute to more than is normally required in my work **(52%)** |
| **-8%** | • I am treated with fairness and respect by the council **(74%)** |
| **-8%** | • I think the council positively supports my health and wellbeing **(64%)** |
| **-7%** | • Considering my duties and responsibilities, I feel my pay is fair **(43%)** |
| **-7%** | • My line manager / supervisor motivates and inspires me to be more effective in my job (67%) |

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# Engagement

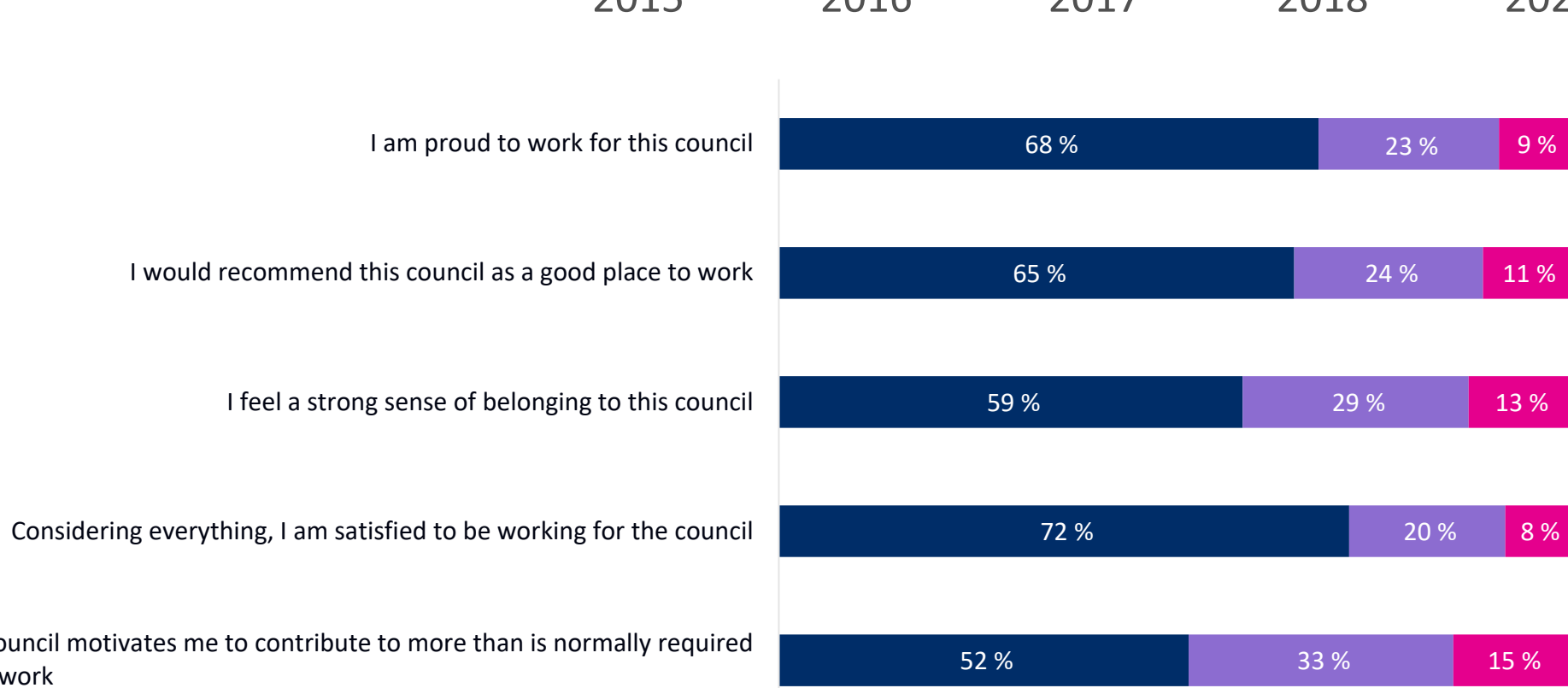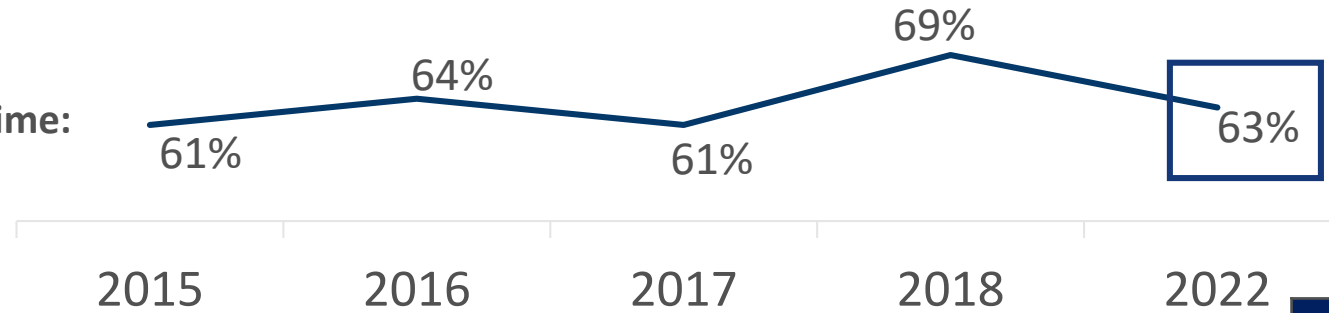# Why employee engagement matters - recap

Engaged employees (i.e. employees that are emotionally committed to their company and its success) have a huge impact on an organisation's success. Most importantly, engaged employees often tend to be happier, both at work and in their own lives. Increasing engagement brings a number of other benefits to organisations, including ...

Increased happiness

Employee wellbeing

Increased productivity

Greater client satisfaction

Employee Engagement

Increased creativity

# Employee engagement
## Employee engagement dropped 6%-points vs 2018. Drop coming from all index questions.

**Employee Engagement Index over time:**
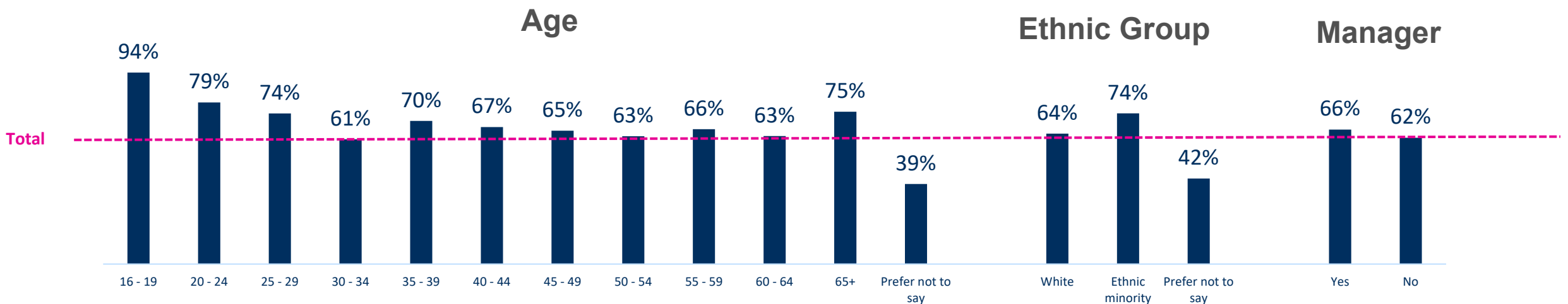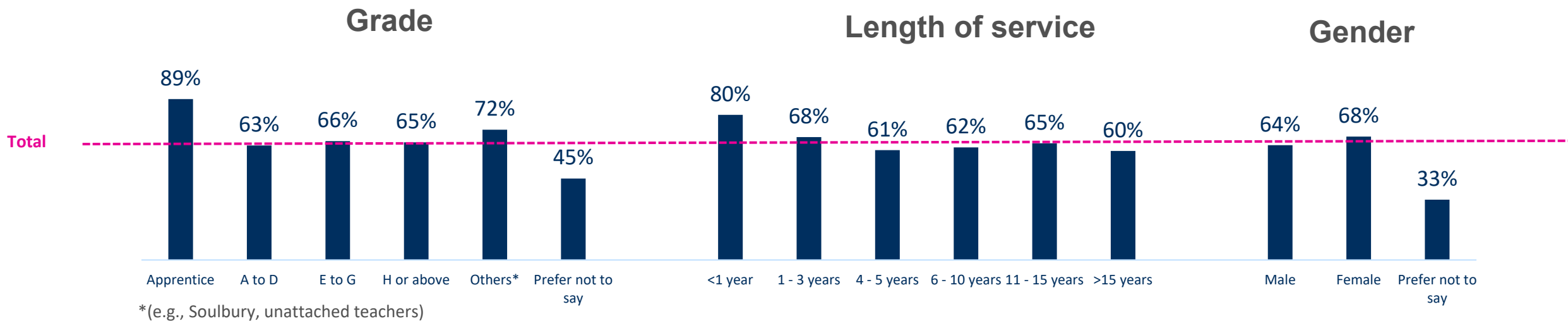
69%

64%

61%          61%          63%

| 2015 | 2016 | 2017 | 2018 | 2022 |

| | Vs. 2018 | Vs. BM |
|---|---|---|
| I am proud to work for this council — Agree 68 %, Neither 23 %, Disagree 9 % | - 8 % | 7 % |
| I would recommend this council as a good place to work — Agree 65 %, Neither 24 %, Disagree 11 % | - 8 % | 8 % |
| I feel a strong sense of belonging to this council — Agree 59 %, Neither 29 %, Disagree 13 % | - 4 % | - 5 % |
| Considering everything, I am satisfied to be working for the council — Agree 72 %, Neither 20 %, Disagree 8 % | - 7 % | 3 % |
| This council motivates me to contribute to more than is normally required in my work — Agree 52 %, Neither 33 %, Disagree 15 % | - 5 % | - 17 % |

■ Agree   ■ Neither   ■ Disagree

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# Employee engagement by Directorate

Engagement relatively consistent across Directorates. Opportunities to leverage ideas from others.

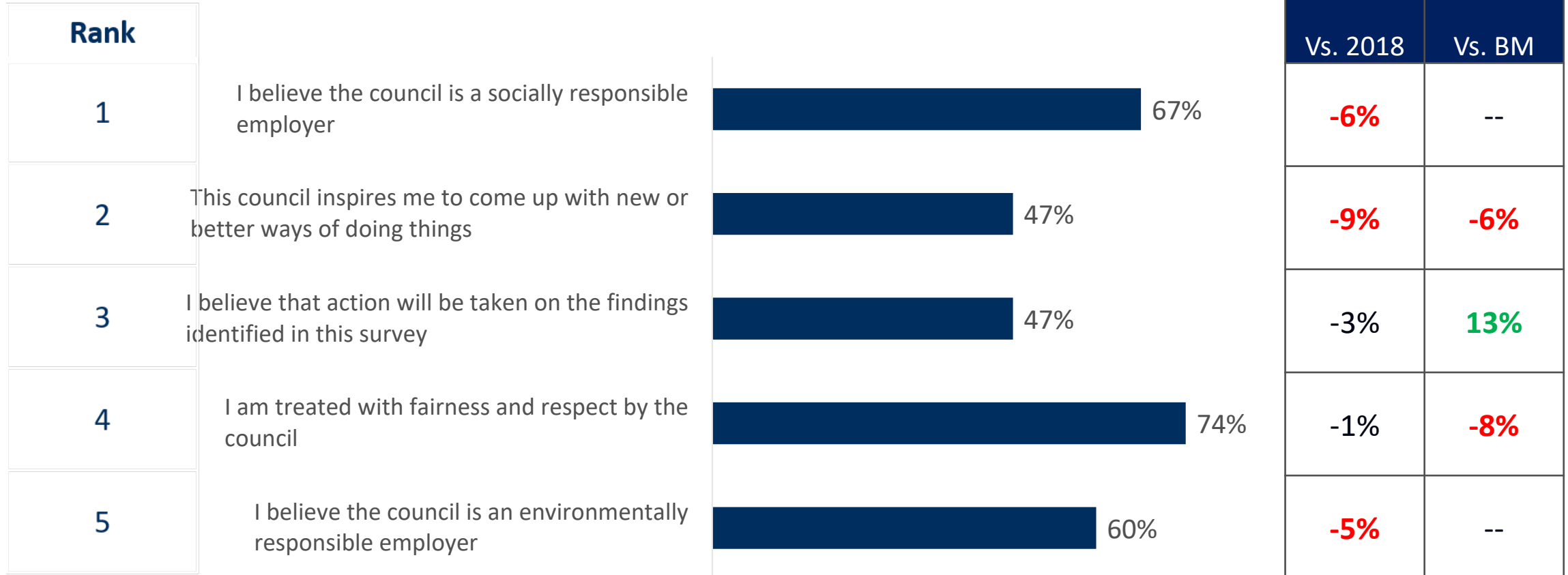| Vs. 2018 | -6% | -- | -- | -9% | -- | -- | -7% | +26% | 0% |
|---|---|---|---|---|---|---|---|---|---|



Total (dashed line)

| Directorate | Engagement |
|---|---|
| Adult Social Care (Rashpal Bishop) | 63% |
| Borough Economy (Alice Davey) | 57% |
| Business Strategy and Change (Neil Cox) | 65% |
| Children and Education (Michael Jarrett) | 67% |
| Finance (Simone Hines) | 56% |
| Housing Management (Gillian Douglas) | 64% |
| Law and Governance (Surjit Tour) | 64% |
| Public Health (Lisa McNally) | 77% |
| Regeneration and Growth (Antony McGovern) | 64% |

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# Employee engagement by key demographics

## Grade

- Apprentice: 89%
- A to D: 63%
- E to G: 66%
- H or above: 65%
- Others*: 72%
- Prefer not to say: 45%

*(e.g., Soulbury, unattached teachers)

## Length of service

- <1 year: 80%
- 1 - 3 years: 68%
- 4 - 5 years: 61%
- 6 - 10 years: 62%
- 11 - 15 years: 65%
- >15 years: 60%

## Gender

- Male: 64%
- Female: 68%
- Prefer not to say: 33%

## Age

- 16 - 19: 94%
- 20 - 24: 79%
- 25 - 29: 74%
- 30 - 34: 61%
- 35 - 39: 70%
- 40 - 44: 67%
- 45 - 49: 65%
- 50 - 54: 63%
- 55 - 59: 66%
- 60 - 64: 63%
- 65+: 75%
- Prefer not to say: 39%

## Ethnic Group

- White: 64%
- Ethnic minority: 74%
- Prefer not to say: 42%

## Manager

- Yes: 66%
- No: 62%

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# Top 5 key drivers of employee engagement

Being an responsible employer is important to the Council's staff. As is supporting innovation, taking action and treating people with fairness

| Rank | | | Vs. 2018 | Vs. BM |
|------|---|---|---------|--------|
| 1 | I believe the council is a socially responsible employer | 67% | **-6%** | -- |
| 2 | This council inspires me to come up with new or better ways of doing things | 47% | **-9%** | **-6%** |
| 3 | I believe that action will be taken on the findings identified in this survey | 47% | -3% | **13%** |
| 4 | I am treated with fairness and respect by the council | 74% | -1% | **-8%** |
| 5 | I believe the council is an environmentally responsible employer | 60% | **-5%** | -- |

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Being treated with fairness and staff feeling that action will be taken on the survey are common top 5 drivers of employee engagement. Being a responsible employee (socially and environmentally), and inspiring innovation less often.

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# Areas most important to drive up engagement

# Socially and environmentally responsible employer

| | Vs. 2018 | Vs. BM |
|---|---|---|
| I believe the council is a socially responsible employer | - 6 % | -- |
| I believe the council is an environmentally responsible employer | - 5 % | -- |

K I believe the council is a socially responsible employer — 67 % Agree | 27 % Neither | 6 % Disagree

K I believe the council is an environmentally responsible employer — 60 % Agree | 31 % Neither | 9 % Disagree

■ Agree   ■ Neither   ■ Disagree

**Correlation analysis indicates that the questions above are linked to;**

1. Mostly about; Senior Managers living the Council's values, and using the values to guide the way they work
2. Being inspired to come up with new and better ways of doing things
3. Taking action on the survey findings.

| | Total (2,374) | Adult Social Care (313) | Borough Economy (290) | Business Strategy and Change (243) | Children and Education (290) | Finance (257) | Housing Management (547) | Law and Governance (112) | Public Health (70) | Regeneration and Growth (128) |
|---|---|---|---|---|---|---|---|---|---|---|
| I use the council's values (Trust, Unity, Progress) to guide the way I work | 71 % | 79 % | 68 % | 73 % | 72 % | 63 % | 69 % | 72 % | 84 % | 70 % |
| I believe senior managers live the values (Trust, Unity and Progress) of the council | 45 % | 43 % | 41 % | 49 % | 46 % | 35 % | 46 % | 48 % | 71 % | 46 % |

K = Key driver question

# Innovation at the Council

Innovation is seen to be driven at local level but staff are generally less sure as a Council overall
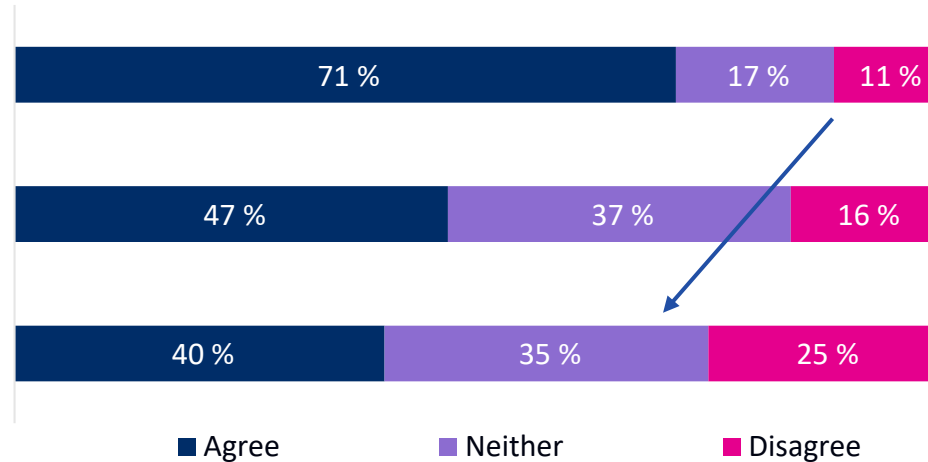
| | Vs. 2018 | Vs. BM |
|---|---|---|
| My line manager / supervisor encourages me to put forward new ideas | -2% | -- |
| This council inspires me to come up with new or better ways of doing things | - 9 % | - 6 % |
| I feel senior leaders would welcome my ideas and opinions | -- | 4 % |

**My line manager / supervisor encourages me to put forward new ideas:** Agree 71 %, Neither 17 %, Disagree 11 %

**This council inspires me to come up with new or better ways of doing things:** Agree 47 %, Neither 37 %, Disagree 16 %

**I feel senior leaders would welcome my ideas and opinions:** Agree 40 %, Neither 35 %, Disagree 25 %

■ Agree   ■ Neither   ■ Disagree

| | Total (2,374) | Adult Social Care (313) | Borough Economy (290) | Business Strategy and Change (243) | Children and Education (290) | Finance (257) | Housing Management (547) | Law and Governance (112) | Public Health (70) | Regeneration and Growth (128) |
|---|---|---|---|---|---|---|---|---|---|---|
| My line manager / supervisor encourages me to put forward new ideas | 71 % | 67 % | 67 % | 78 % | 77 % | 75 % | 65 % | 88 % | 90 % | 80 % |
| This council inspires me to come up with new or better ways of doing things | 47 % | 42 % | 44 % | 54 % | 49 % | 37 % | 46 % | 56 % | 60 % | 48 % |
| I feel senior leaders would welcome my ideas and opinions | 40 % | 32 % | 31 % | 46 % | 46 % | 37 % | 40 % | 44 % | 64 % | 43 % |

**Open comment analysis;**
- Speed of implementation
- Bureaucracy, risk aversion, barriers from corporate team
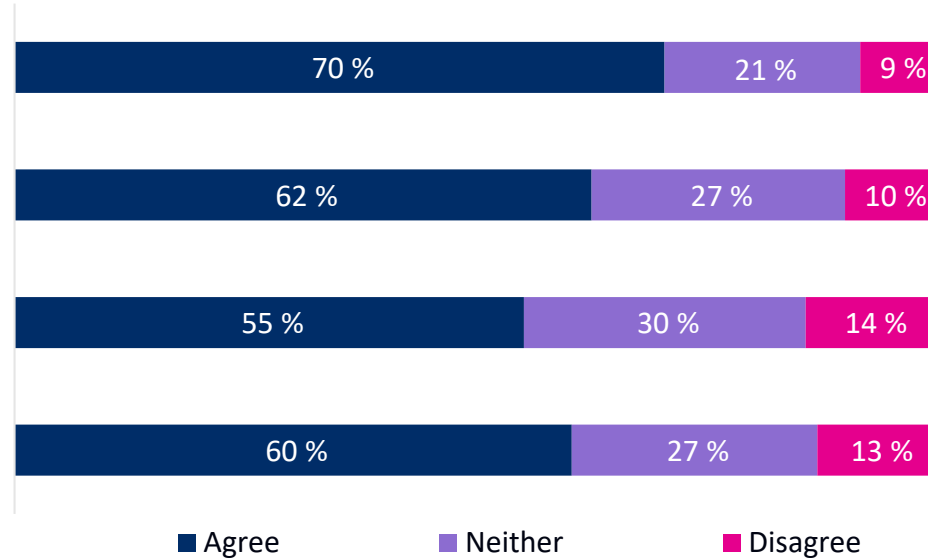- Feeling comfortable to raise ideas

K = Key driver question

# Customer Service – focus on the driver questions should have a positive effect on customer service

| | Vs. 2018 | Vs. BM |
|---|---|---|
| In my opinion this council is committed to customer satisfaction | - 9 % | -- |
| We act on the feedback we receive from customers | - 8 % | -- |
| I believe that the quality of service to customers is improving | - 11 % | -- |
| I am given the support I need to deliver the best possible customer service | - 7 % | -- |

**In my opinion this council is committed to customer satisfaction:** Agree 70 %, Neither 21 %, Disagree 9 %

**We act on the feedback we receive from customers:** Agree 62 %, Neither 27 %, Disagree 10 %

**I believe that the quality of service to customers is improving:** Agree 55 %, Neither 30 %, Disagree 14 %

**I am given the support I need to deliver the best possible customer service:** Agree 60 %, Neither 27 %, Disagree 13 %

■ Agree   ■ Neither   ■ Disagree

**Correlation analysis indicates that the questions above are linked to;**

1. I believe the council is a socially responsible employer
2. I believe senior managers live the values (Trust, Unity and Progress) of the council
3. This council inspires me to come up with new or better ways of doing things
4. I believe that action will be taken on the findings identified in this survey

**Open comment analysis**

- Communication between Departments.
- Management to listen and implement ideas
- Challenges with bureaucracy

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# Equality and diversity – treated with fairness
## Generally a theme categorised by low levels of disagreement
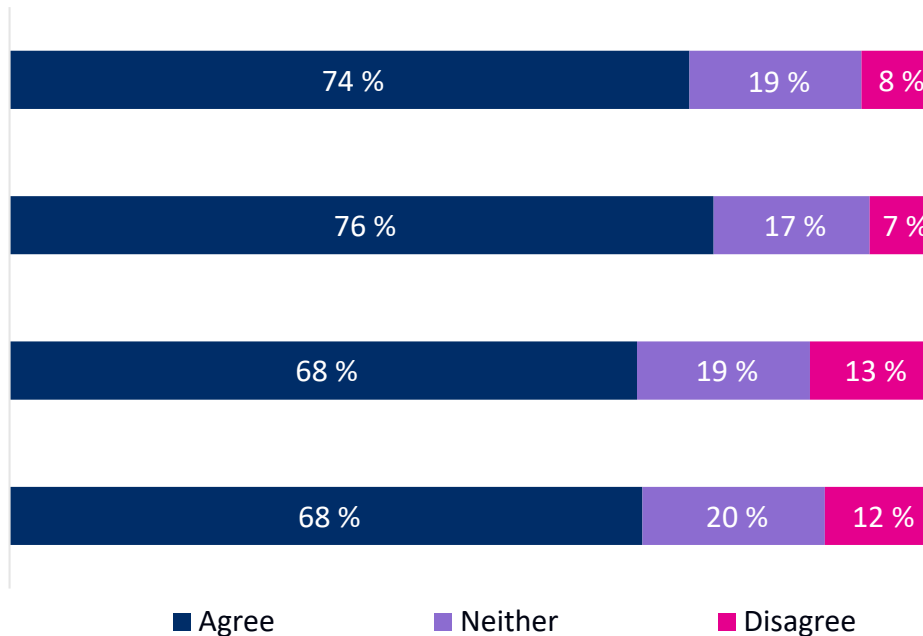
|  | Vs. 2018 | Vs. BM |
|---|---|---|
| I am treated with fairness and respect by the council | - 1 % | **- 8 %** |
| I think the council respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | -- | - 1 % |
| I would feel able to report bullying, harassment or discrimination without worrying that I would be treated in a negative way | -- | **14 %** |
| I feel I have equal opportunity for development and career progression at the council regardless of my background (e.g. age, gender, race etc) | - 2 % | - 4 % |

**K**  I am treated with fairness and respect by the council: 74 % Agree | 19 % Neither | 8 % Disagree

I think the council respects individual differences (e.g. cultures, working styles, backgrounds, ideas): 76 % | 17 % | 7 %

I would feel able to report bullying, harassment or discrimination without worrying that I would be treated in a negative way: 68 % | 19 % | 13 %

I feel I have equal opportunity for development and career progression at the council regardless of my background (e.g. age, gender, race etc): 68 % | 20 % | 12 %

■ Agree  ■ Neither  ■ Disagree

**Key demographic variances;**

**70%** Grade A to D believe they are treated fairly, 79% grade (E to G), and 81% H+

**68%** 4-5 years tenure believe they are treated fairly, <1 year 89%, 1-3 78%, then climbing back up

# Staff open comment feedback

# If you could make one change that would make the council a better place to work, what would that be?



| | Count |
|---|---|
| Better levels of communication incl. consultation, listen to us — 19 % | 196 |
| Better leadership/management — 16 % | 171 |
| Better/more pay incl. equal pay — 14 % | 144 |
| Other — 10 % | 107 |
| Being valued/respected/recognised — 8 % | 87 |
| More manageable workload incl. more staff resource — 6 % | 67 |
| Better training/development opportunities incl. career progression — 6 % | 64 |
| Better team work/collaborative working incl. away days — 6 % | 58 |
| Better IT systems — 5 % | 52 |

Staff were asked an open comment questions. Custom themes were created based on the comments and above highlights the most commented upon themes. The above list does not show all themes.

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# Communication

| | Vs. 2018 | Vs. BM |
|---|---|---|
| The information I receive is useful and relevant to my job | - 3 % | -- |
| I am aware of the council's long term goals | - 9 % | - 1 % |
| I have the opportunity to contribute my views before changes are made which affect my job | - 1 % | 4 % |
| When changes are made at work I have a clear understanding about how they will work in practice | - 3 % | 9 % |

**The information I receive is useful and relevant to my job** — Agree 69 %, Neither 22 %, Disagree 9 %

**I am aware of the council's long term goals** — Agree 68 %, Neither 20 %, Disagree 12 %

**I have the opportunity to contribute my views before changes are made which affect my job** — Agree 48 %, Neither 26 %, Disagree 26 %

**When changes are made at work I have a clear understanding about how they will work in practice** — Agree 53 %, Neither 27 %, Disagree 19 %

■ Agree  ■ Neither  ■ Disagree

**Open comment analysis**

- Consultation – being kept up to date
- Communication between Departments and Service Areas
- A sense of not acting on feedback or being transparent at times. Reading some updates in the news first

**Key demographic variances;**

**62%** Grade H+ believe the have the opportunity to contribute my views before changes are made which affect my job.

**62%** Grade H+ have a clear understanding how when changes are made it will work in practice

**56%** For managers, and 45% for non managers.

**59%** For managers, and 52% for non managers

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# Senior management

| | Vs. 2018 | Vs. BM |
|---|---|---|
| I believe senior management are open and honest in their communications with staff | **- 5 %** | 4 % |
| I believe senior management manage change effectively | **- 6 %** | -- |
| I believe senior management provide effective leadership | **- 7 %** | - 1 % |
| I believe senior management effectively communicate their vision for the future of the council | **- 10 %** | - 2 % |
| I feel senior leaders would welcome my ideas and opinions | -- | 4 % |

**I believe senior management are open and honest in their communications with staff:** Agree 46 %, Neither 31 %, Disagree 23 %

**I believe senior management manage change effectively:** Agree 42 %, Neither 35 %, Disagree 23 %

**I believe senior management provide effective leadership:** Agree 46 %, Neither 33 %, Disagree 21 %

**I believe senior management effectively communicate their vision for the future of the council:** Agree 46 %, Neither 32 %, Disagree 21 %

**I feel senior leaders would welcome my ideas and opinions:** Agree 40 %, Neither 35 %, Disagree 25 %

■ Agree  ■ Neither  ■ Disagree

## Open comment analysis

- Stability of team
- Consistent training and opportunities to upskill and develop
- Access to Senior Managers. Opportunities to feedback
- Not feeling like management are connecting with issues on the ground. For example, frustration with IT systems

**Key demographic variances;**

| | H+ | E-G | A-D |
|---|---|---|---|
| Open and honest | 63 % | 47 % | 43 % |
| Manage change | 52 % | 44 % | 42 % |
| Effective leadership | 60 % | 47 % | 44 % |
| Communicate vision | 57 % | 48 % | 44 % |
| Welcome ideas | 60 % | 42 % | 35 % |

Drops quickly to Grade E-G

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# Pay and rewards

| | Vs. 2018 | Vs. BM |
|---|---|---|
| Considering my duties and responsibilities, I feel my pay is fair | **- 8 %** | **- 7 %** |
| I am satisfied with the total rewards package offered by the council (e.g. including council pension contributions, flexible working, training, salary sacrifice options, employee discounts, sick pay, annual leave entitlement etc.) | - 3 % | **6 %** |
| I feel that hard work and dedication to the job is recognised and rewarded in the council | **- 5 %** | -- |

Considering my duties and responsibilities, I feel my pay is fair — Agree 43 %, Neither 19 %, Disagree 39 %

I am satisfied with the total rewards package offered by the council (e.g. including council pension contributions, flexible working, training, salary sacrifice options, employee discounts, sick pay, annual leave entitlement etc.) — Agree 66 %, Neither 20 %, Disagree 14 %

I feel that hard work and dedication to the job is recognised and rewarded in the council — Agree 32 %, Neither 30 %, Disagree 37 %

■ Agree   ■ Neither   ■ Disagree

**Open comment analysis**

- Cost of living concerns
- Pay increases linked through career progression
- Pay – recognise front line workers during Covid
- 'Expectation' – pay linked to tenure

**Key demographic variances;**

**32%** Band A-D believe pay is far, 46% E-G, and 63% H+

**60%** Band A-D satisfied with total reward, 70% E-G, and 82% H+

**50%** For managers, and 40% for non managers believe pay is fair

**74%** For managers, and 62% for non managers believe pay is fair

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# Summary and next steps

**I believe that our leadership teams will take action on the results from this survey**

K

# 47%
## Agree

# 31%
## neutral

# 22%
## disagree

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K = Key driver question

# Summary

### Direction of travel

- Results generally dipped since 2018 and back towards 2017 levels

- This is reflected with employee engagement dropping 6%-points. However, remains in range with previous years going back to 2015

### Drivers of employee engagement

- KDA analysis indicates that the areas to focus on are;

- Social and environmental responsibility
  - Which is mainly about living the values and taking action on the survey results
- Innovation/ seeking and acting on feedback
  - Cutting bureaucracy, seeking and taking action
  - Similar questions also linked with Customer focus
- Treating people with fairness

### Open comment analysis

- Staff most want the Council to focus on communication, leadership/management, and pay and rewards

1. Communication – contribution and understanding of change management are notable areas for consideration
2. Leadership/management – stability, direction, communication and buy-in
3. Pay and rewards – Although less content with Pay itself, more content with total rewards

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# Next steps – tbc

## Overall level Communications

26th May -  Live Event, with all staff

Determine what top level communication LT want to share

Corporate group comprising of Vickie Lee; Kate Ashley; Matt More and others to oversee dissemination of the results
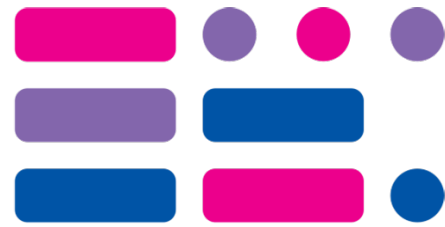
## Directorate/team Communications

Commencing June – Directorate presentations over 6 week period

Team reports to follow shortly after presentation

Communication of Directorate specific results

## Action Plans

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# Impact of Covid

**What do we think the impact on Covid-19 has been on the staff engagement results?**

1. Hard to tell. The survey's are roughly four years apart. Hard to say with a lot of confidence.
2. Trends that we did see during Covid;

   Early-mid Covid 19/20/ 21;
   - Sense of pulling together. Significant increase in scores for Senior Management, Communication, change management
   - Staff generally loved the new ways of working (where possible); flexibility, use of technology
   - Linked to the above but work-life balance got better for many but not for senior managers

   Late 21 to present
   - Much of these scores for organisations have dipped back down. Many organisations were unable to sustain the improvements they had from early to mid Covid.  Particular drops in Senior Management and Communication. Results more aligned to pre-covid levels
   - One area most organisations have been able to keep more positive is around the ways of working. Offering more flexibility and better use of technology
3. What can we see from Sandwell's data;
   - Senior Management and Communication scores below 2018 levels – not linked to Covid trends
   - Positive scores for work-life balance and wellbeing, and also 8 out of 10 (79%) positive about the working environment at a theme level
4. To summarise, we would suggest that Covid-19 will inevitable had an enormous impact on staff and the organisation. The benefits, are ways of working but maybe not as positive towards Senior Management or communication. However, we couldn't be sure given the timings between surveys. Internally run Pulse survey may give a better indication.

# Appendix

# Strength

# Your job
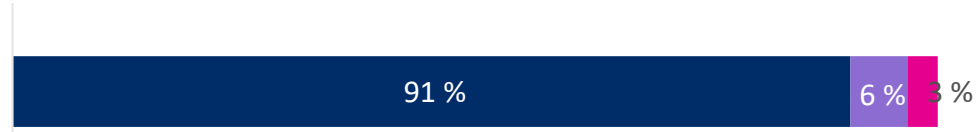
| | Vs. 2018 | Vs. BM |
|---|---|---|
| I understand how my work contributes to the objectives of my service — Agree 91 %, Neither 6 %, Disagree 3 % | - 2 % | **12 %** |
| I am valued for what I can offer the council — Agree 63 %, Neither 21 %, Disagree 17 % | - 2 % | **13 %** |
| My job makes good use of my skills and abilities — Agree 76 %, Neither 14 %, Disagree 10 % | - 1 % | 4 % |
| My work gives me a feeling of personal achievement — Agree 70 %, Neither 18 %, Disagree 12 % | - 3 % | -- |
| There is good co-operation between teams I work with — Agree 68 %, Neither 18 %, Disagree 13 % | 1 % | -- |

■ Agree  ■ Neither  ■ Disagree

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# Work-life balance and wellbeing
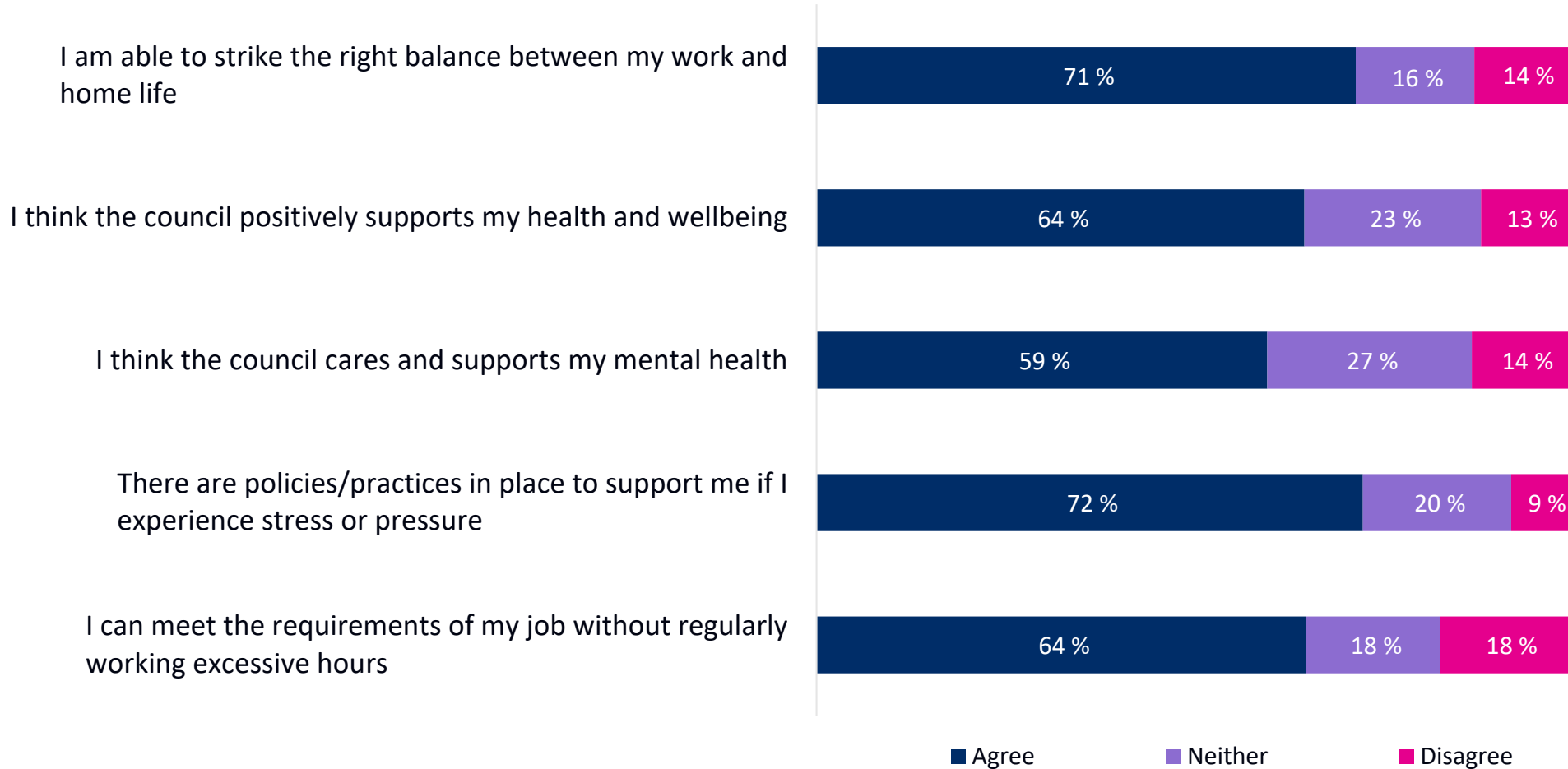


| | Vs. 2018 | Vs. BM |
|---|---|---|
| I am able to strike the right balance between my work and home life — Agree 71%, Neither 16%, Disagree 14% | 0 % | 4 % |
| I think the council positively supports my health and wellbeing — Agree 64%, Neither 23%, Disagree 13% | 3 % | **- 8 %** |
| I think the council cares and supports my mental health — Agree 59%, Neither 27%, Disagree 14% | -- | -- |
| There are policies/practices in place to support me if I experience stress or pressure — Agree 72%, Neither 20%, Disagree 9% | 4 % | -- |
| I can meet the requirements of my job without regularly working excessive hours — Agree 64%, Neither 18%, Disagree 18% | -- | 4 % |

■ Agree    ■ Neither    ■ Disagree

# Working environment

Perceptions of smart working are strong. An area many staff are focused on since the pandemic



|  | Vs. 2018 | Vs. BM |
|---|---|---|
| I am aware of what Work Place Vision is trying to achieve — Agree 69% / Neither 22% / Disagree 9% | - 3 % | -- |
| I am aware of the Oldbury council house refurbishment programme — Agree 75% / Neither 13% / Disagree 12% | -- | -- |
| I feel the council enables and supports smart working — Agree 87% / Neither 9% / Disagree 3% | -- | -- |
| I am encouraged and trusted to work in a smart way (agile working) by my manager / supervisor — Agree 88% / Neither 8% / Disagree 4% | -- | -- |
| I feel I am able to carry out my job role just as well when working in a smart way — Agree 89% / Neither 8% / Disagree 3% | -- | -- |
| I regularly review my smart working self assessment with my manager — Agree 66% / Neither 21% / Disagree 13% | -- | -- |

■ Agree   ■ Neither   ■ Disagree

# Learning and development

| | Vs. 2018 | Vs. BM |
|---|---|---|
| The learning and development I have received is helping me to develop my career | 7 % | 6 % |
| I feel a personal responsibility to seek out ways to develop myself at work | -- | -- |
| During the appraisal process job essential and business critical training and development opportunities were agreed | -- | -- |
| I have received the job essential and business critical training and development identified by my manager (1 to 1 and or appraisals) to improve my skills in the last 12 months | -- | -- |

**The learning and development I have received is helping me to develop my career**: Agree 59 %, Neither 26 %, Disagree 15 %

**I feel a personal responsibility to seek out ways to develop myself at work**: Agree 76 %, Neither 19 %, Disagree 5 %

**During the appraisal process job essential and business critical training and development opportunities were agreed**: Agree 80 %, Neither 17 %, Disagree 3 %

**I have received the job essential and business critical training and development identified by my manager (1 to 1 and or appraisals) to improve my skills in the last 12 months**: Agree 72 %, Neither 22 %, Disagree 6 %

■ Agree ■ Neither ■ Disagree

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# Areas for consideration

# Customer Service by Directorate

| | Total (2,374) | Adult Social Care (313) | Borough Economy (290) | Business Strategy and Change (243) | Children and Education (290) | Director / Service Manager (33) | Finance (257) | Housing Management (547) | Law and Governance (112) | Other Direct Report to Director (91) | Public Health (70) | Regeneration and Growth (128) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| In my opinion this council is committed to customer satisfaction | 70 % | 69 % | 64 % | 70 % | 74 % | 73 % | 66 % | 71 % | 76 % | 65 % | 79 % | 77 % |
| We act on the feedback we receive from customers | 62 % | 61 % | 62 % | 59 % | 68 % | 64 % | 54 % | 62 % | 68 % | 67 % | 70 % | 67 % |
| I believe that the quality of service to customers is improving | 55 % | 49 % | 52 % | 60 % | 58 % | 67 % | 47 % | 57 % | 63 % | 62 % | 66 % | 48 % |
| I am given the support I need to deliver the best possible customer service | 60 % | 58 % | 50 % | 68 % | 62 % | 73 % | 54 % | 61 % | 64 % | 60 % | 74 % | 63 % |

# Other themes

# Your manager/ supervisor



| | Vs. 2018 | Vs. BM |
|---|---|---|
| I have regular one to one or supervision meetings with my line manager — Agree 72%, Neither 12%, Disagree 16% | - 2 % | 4 % |
| My line manager / supervisor encourages me to put forward new ideas — Agree 71%, Neither 17%, Disagree 11% | - 2 % | -- |
| My line manager / supervisor motivates and inspires me to be more effective in my job — Agree 67%, Neither 20%, Disagree 13% | - 3 % | - 7 % |
| My line manager / supervisor is supportive if I have a problem at work — Agree 82%, Neither 11%, Disagree 7% | 0 % | 5 % |
| My line manager / supervisor recognises and acknowledges me when I have done my job well — Agree 77%, Neither 14%, Disagree 9% | 0 % | -- |
| My line manager / supervisor uses the council's values to manage me effectively — Agree 68%, Neither 23%, Disagree 10% | - 3 % | -- |
| My line manager / supervisor sets clear performance objectives for me — Agree 70%, Neither 19%, Disagree 10% | - 4 % | 4 % |
| My line manager keeps me up to date with what is going on — Agree 73%, Neither 15%, Disagree 12% | -- | 15 % |

■ Agree   ■ Neither   ■ Disagree
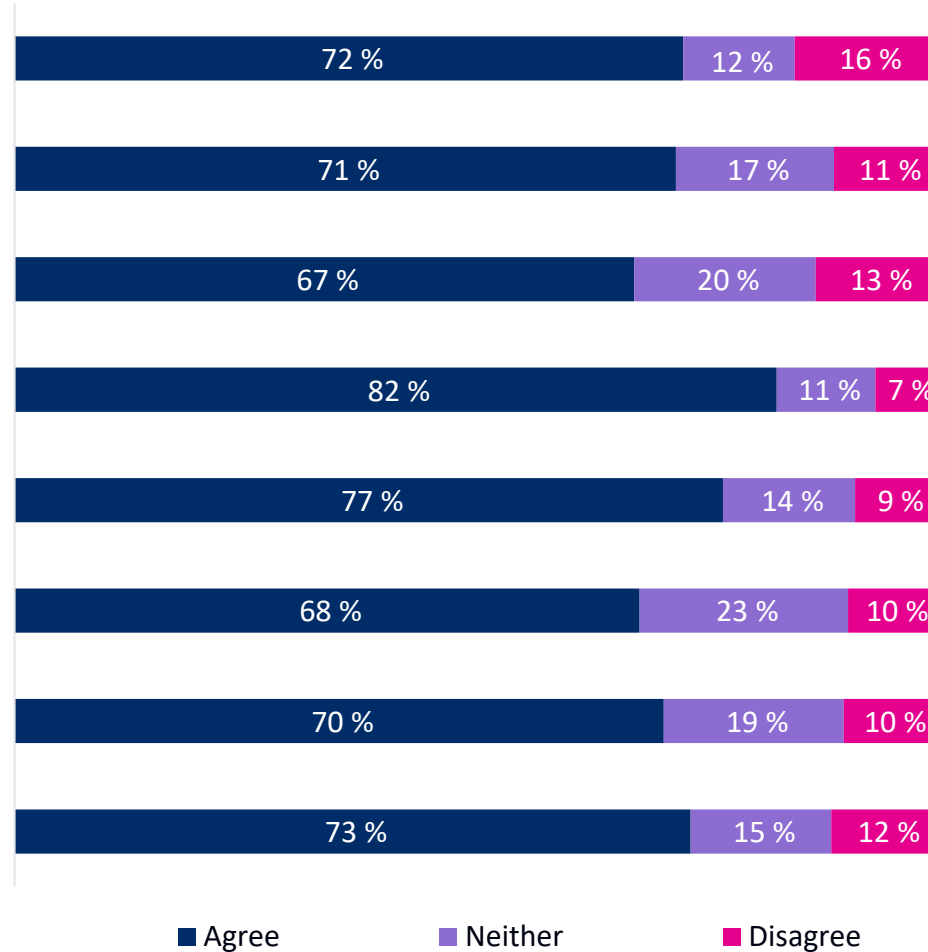
# Working at Sandwell (1)

| | Vs. 2018 | Vs. BM |
|---|---|---|
| I am proud to work for this council — Agree 68%, Neither 23%, Disagree 9% | **- 8 %** | **7 %** |
| I would recommend this council as a good place to work — Agree 65%, Neither 24%, Disagree 11% | **- 8 %** | **8 %** |
| I feel a strong sense of belonging to this council — Agree 59%, Neither 29%, Disagree 13% | - 4 % | **- 5 %** |
| Considering everything, I am satisfied to be working for the council — Agree 72%, Neither 20%, Disagree 8% | **- 7 %** | 3 % |
| This council motivates me to contribute to more than is normally required in my work — Agree 52%, Neither 33%, Disagree 15% | **- 5 %** | **- 17 %** |
| I believe the council is a socially responsible employer — Agree 67%, Neither 27%, Disagree 6% | **- 6 %** | -- |
| I believe the council is an environmentally responsible employer — Agree 60%, Neither 31%, Disagree 9% | **- 5 %** | -- |

■ Agree　■ Neither　■ Disagree

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# Working at Sandwell (2)

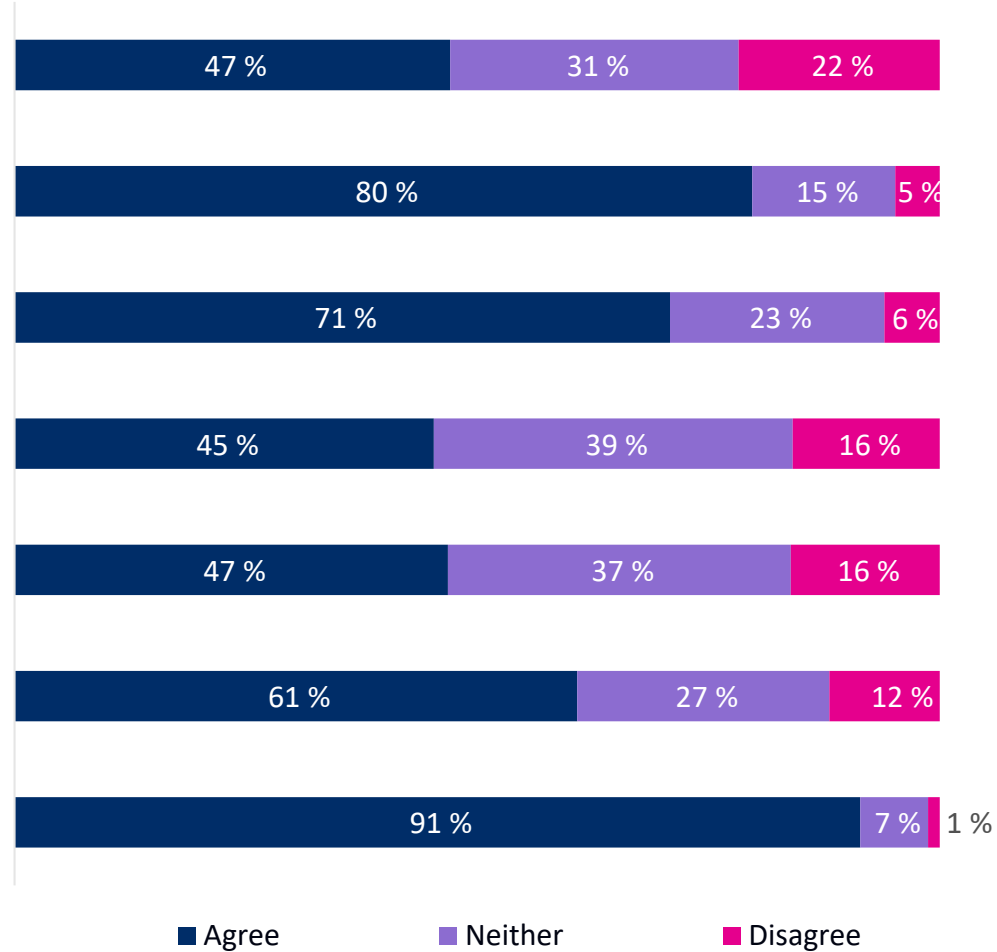| | Vs. 2018 | Vs. BM |
|---|---|---|
| I believe that action will be taken on the findings identified in this survey | - 3 % | **13 %** |
| I am aware of the council's values | - 2 % | **11 %** |
| I use the council's values (Trust, Unity, Progress) to guide the way I work | -- | -- |
| I believe senior managers live the values (Trust, Unity and Progress) of the council | -- | -- |
| This council inspires me to come up with new or better ways of doing things | **- 9 %** | **- 6 %** |
| I am aware about the Council's Corporate Plan and what it sets out to achieve | -- | -- |
| I understand how my service area contributes to the Corporate Plan | -- | -- |

**I believe that action will be taken on the findings identified in this survey:** Agree 47 %, Neither 31 %, Disagree 22 %

**I am aware of the council's values:** Agree 80 %, Neither 15 %, Disagree 5 %

**I use the council's values (Trust, Unity, Progress) to guide the way I work:** Agree 71 %, Neither 23 %, Disagree 6 %

**I believe senior managers live the values (Trust, Unity and Progress) of the council:** Agree 45 %, Neither 39 %, Disagree 16 %

**This council inspires me to come up with new or better ways of doing things:** Agree 47 %, Neither 37 %, Disagree 16 %

**I am aware about the Council's Corporate Plan and what it sets out to achieve:** Agree 61 %, Neither 27 %, Disagree 12 %

**I understand how my service area contributes to the Corporate Plan:** Agree 91 %, Neither 7 %, Disagree 1 %

■ Agree ■ Neither ■ Disagree

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