

Meeting	OLC Board Meeting	Agenda Item No.	10 111.7
Date of meeting	28 January 2021	Time required	15 Minutes

Title	Civil Service People Survey 2020 results
Sponsor	Petrina Hoggan, Head of Organisation Design and People Strategy
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary
<p>The 2020 Civil Service People Survey ran from 1 October to 3 November and was completed by 210 staff. The response rate was 82%, a significant increase on last year (57% response rate in 2019).</p> <p>The survey is grouped into nine themes. All of the themes saw an increase in positive responses. This is illustrated in (Appendix1)</p> <p>The OLC Boards attention to drawn to:</p> <ul style="list-style-type: none"> • Our overall engagement is presented as a percentage. This year it was 55%, a 13% increase from last year. The Civil Service benchmark is 66 % • We have seen significant improvements in relation to Pride in the Job and the Organisation which has increased by 21% to 55%. • An increase in engagement with investigators to 69% and increase of 24% • Whilst we have seen increases in fair treatment scores we fall below the benchmark for ALBs and the Civil Service, however LeO's improvement vs 2019 is significantly higher LeO +20, ALB's +4, Civil Service +3). • Of particular note is the positive reduction in the number of staff feeling bullied and harassed from 18% last year to 11 % this year compared to 10 % for the Civil Service • Whilst all survey theme scores remain behind ALB's and the Civil Service (with the exception of Pay and Benefits), improvements in all areas has been proportionately higher year on year than that achieved by ALB's and the Civil Service. This is Illustrated in Appendix 3) <p>Next Steps</p> <ul style="list-style-type: none"> • In February there will be a full analysis with the Executive Team against the People Plan and other equality objectives such as the RACE Action Plan and with Remco • An organisation wide Action Plan for 2021 has been developed to review the Staff Survey collaboratively across different levels/roles and network groups. (Appendix 2)
Recommendation/action required
The results are for information only. The Highlight report is attached in full Appendix 1

13 January 2021

Civil Service People Survey 2020 results

The 2020 Civil Service People Survey was completed by 210 staff. Our response rate was an impressive 82% which is a significant improvement on previous years.

Overall Legal Ombudsman employee engagement index of 55%* (a 13% increase from 2019).

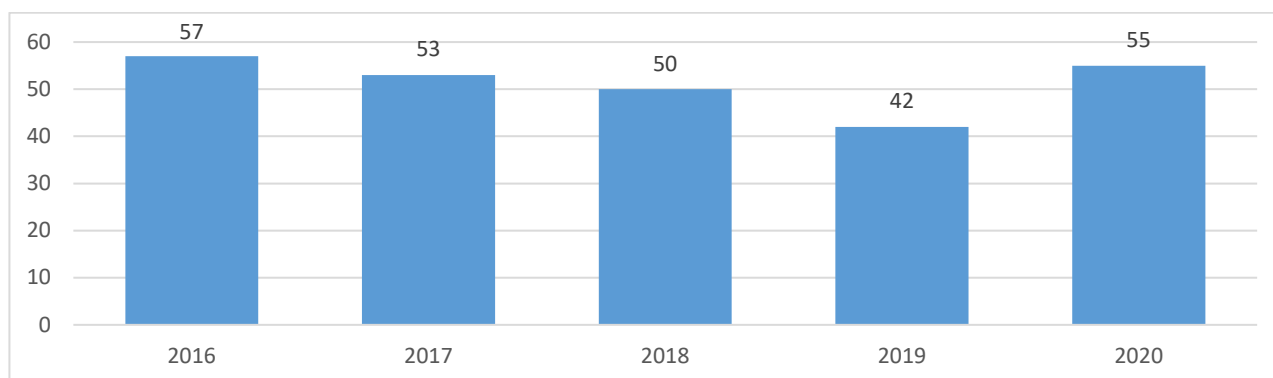
*The survey includes five statements (listed below) to measure employee engagement. Responses are combined into a summary index score to show where our organisation sits on a scale of very disengaged (0%) through to very engaged (100%).

The figure in green represents the difference between this survey and the 2019 survey.

Engagement statement	2020	Diff from 2019 survey
I am proud when I tell others I am part of my organisation	55%	+21
I feel a strong personal attachment to my organisation	45%	+13
My organisation inspires me to do the best in my job	41%	+22
My organisation motivates me to help it achieve its objectives	40%	+19
I would recommend my organisation as a great place to work	33%	+16

Engagement result by year

The chart below shows our employee engagement index over the last five years.



Engagement by business area

The responses and engagement by business area were as follows:

Business area	Response rate %	Engagement	Engagement vs. 2019 survey
Corporate	88%	61%	+5
General Enquiries Team	75%	59%	+4
Level 1 Ombudsmen	64%	48%	+1
Senior ombudsman, Level 2 ombudsmen, Operations managers and team leaders	94%	57%	+14
Investigators	69%	52%	+24

The engagement score for each of the five groups has increased. However, the result from our investigator community and shows a significant increase from last year.

Themes

The survey is grouped into nine themes, all of which showed an increase. The results of the 2020 survey are compared with the 2019 survey below:

Theme	2020 result	Difference from 2019 Survey
My work	69%	+14
Organisational objectives and purpose	73%	+6
My manager	63%	+9
My team	68%	+3
Learning and development	35%	+1
Inclusion and fair treatment	69%	+20
Resources and workload	65%	+11
Pay and benefits	44%	+8
Leadership and managing change	37%	+16

Health and Wellbeing

PERMA Index

LeO 2020 PERMA index	LeO 2019 PERMA index	Civil Service 2020 PERMA index
71%	67%	73%

The PERMA Index measures the extent to which employees are flourishing 'at work'. It is based on the work of psychologist Martin Seligman and looks at five dimensions of wellbeing and happiness.

A score of 100% tells you that respondents gave the most positive response possible to all five questions, whereas a score of 0% tells you the opposite. LeO's PERMA index is now more closely in line with the Civil Service.

Proxy Stress Index

LeO 2020 Proxy stress index	LeO 2019 Proxy stress index	Civil Service 2020 Proxy stress index
35%	45%	28%

The Proxy Stress Index measures conditions that can contribute to stressful environments and is based on Health and Safety Executive stress management standards.

A score of 100% tells you that respondents gave the most negative response possible to all eight questions, suggesting they are operating in a highly stressful environment. A score of 0% tells you the opposite. Whilst there is still more work to be done, a 10 point improvement in LeO's proxy stress index is encouraging.

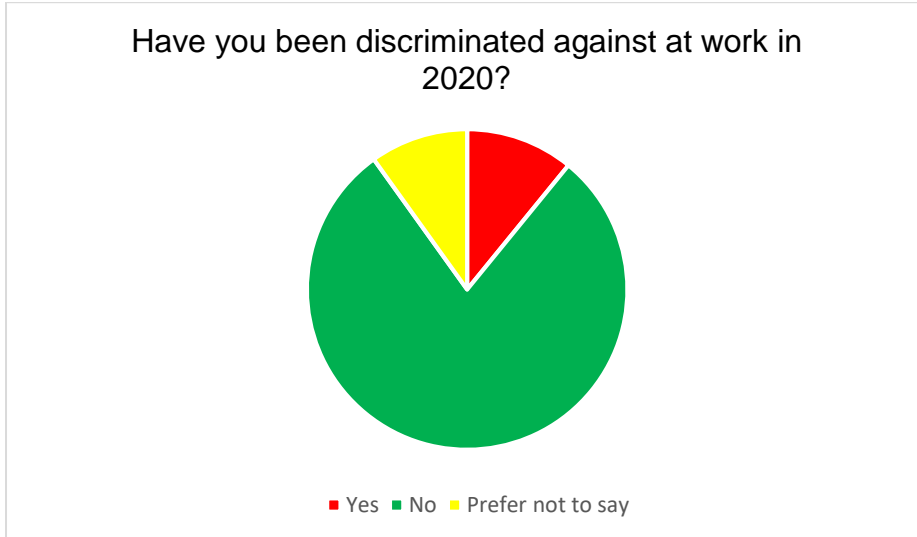
Inclusion and fair treatment

The most notable improvements in engagement scores were seen in relation to inclusion and fair treatment:

Statement	2020	2019
I am treated with respect by the people I work with	84%	68%
I am treated fairly at work	72%	48%
I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	66%	51%
I feel valued for the work I do	52%	25%

Inclusion and fair treatment scores still fall below the benchmark for ALB's and the Civil Service, however the LeO's improvement vs 2019 is significantly higher (LeO +20, ALB's +4, Civil Service +3).

Discrimination, bullying and harassment



Although there is clearly still work to be done in this area, the percentage of staff who feel they have been discriminated against has fallen from 18% in 2019 to 11% in 2020. This is now similar to the result for the whole Civil Service – 10%.



The percentage of staff who felt they were bullied and/or harassed has also fallen from 16% in 2019 to 6% of staff in 2020. This compares favourably to the result for the whole Civil Service – 9%.

COVID-19 pandemic

The effects of Covid-19 can be clearly seen in the results of the survey. 40% of staff reported a negative impact on their physical health and 66% reported a negative impact on their mental health. Interestingly, both of these figures were higher than those of the Civil Service as a whole which returned 33% and 56% respectively.

In turn, this has had an adverse effect on work with 47% of staff reporting a negative effect on their productivity.

Statement	Significant positive impact	Fairly positive impact	No impact	Fairly negative impact	Significant negative impact
What impact has the Covid-19 pandemic had on your physical health?	4%	10%	46%	37%	3%
What impact has the Covid-19 pandemic had on your mental health?	1%	7%	26%	52%	14%
What impact has the Covid-19 pandemic had on your caring responsibilities? (Of those with child or adult care responsibilities)	4%	7%	19%	43%	27%
What impact has the Covid-19 pandemic had on your work?	4%	13%	34%	44%	5%
What impact has the Covid-19 pandemic had on your productivity?	5%	12%	36%	38%	9%

Plans for the future

Staff were also asked how long they planned to stay at the Legal Ombudsman. The table below shows a comparison between 2020 and 2019:

Timescale	2020	2019
I want to leave as soon as possible	8%	32%
I want to leave within next 12 months	16%	21%
I want to stay for at least a year	41%	33%
I want to stay for at least three years	34%	14%

This is another encouraging result with 75% of our workforce wishing to stay with the Legal Ombudsman for a year or more.

Where we are doing well

Overall we have some very positive messages arising out of the people survey, demonstrating that colleagues feel their work is interesting and challenging and that they are able to carry out their roles effectively.

The five areas where we are doing best are:

- I am interested in my work;
- My manager trusts me to do my job effectively, even if I am not working in the same location as them;
- I have the skills I need to do my job effectively;
- I am sufficiently challenged by my work; and
- I am treated with respect by the people I work with.

The area in which we have improved the most is colleagues feeling valued for the work they do, although we are still short of the benchmark average. With all of these positive messages our level of staff engagement is improving, but further improvement is requirement.

Where we need to improve

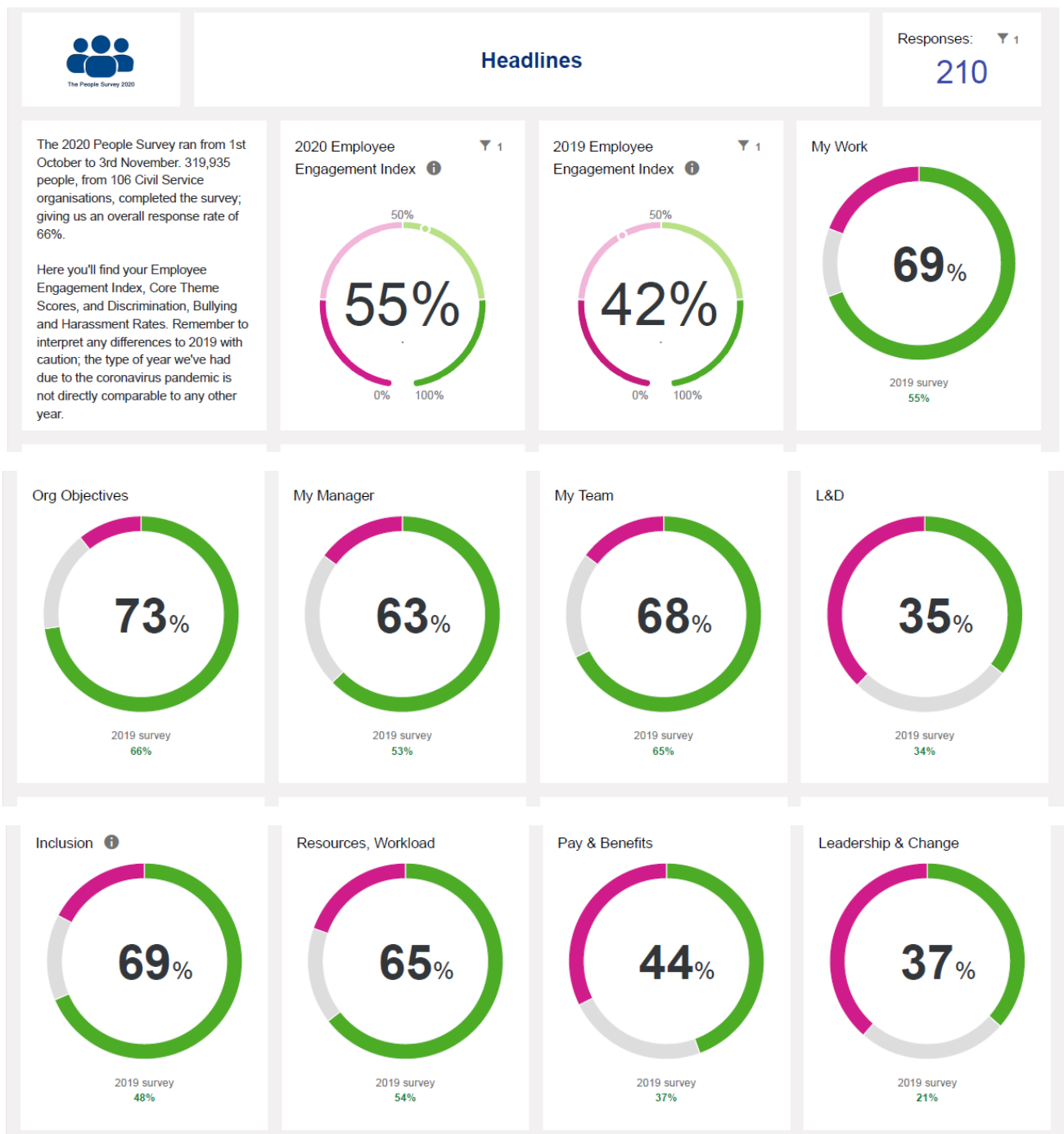
There are a number of areas in which we need to do some more detailed work. Some repeat the themes from previous years and include:

- Where changes are made in my organisation, they are usually for the better;
- I feel that change is managed well in my organisation;
- I have the opportunity to contribute my views before decisions are made that affect me;
- Learning and development activities I have completed while working for my organisation are helping me develop my career; and
- There are opportunities for me to develop my career in my organisation.

Next steps

A lot of change has occurred during the Covid-19 pandemic including developing new ways of working remotely and improvements to communicating and engaging with our people made. It is proposed to analyse the results of the People Survey in further detail and adapt the People Plan accordingly. The action plan is contained within Appendix 2.

Appendix 1 – Civil Service People Survey Highlight report

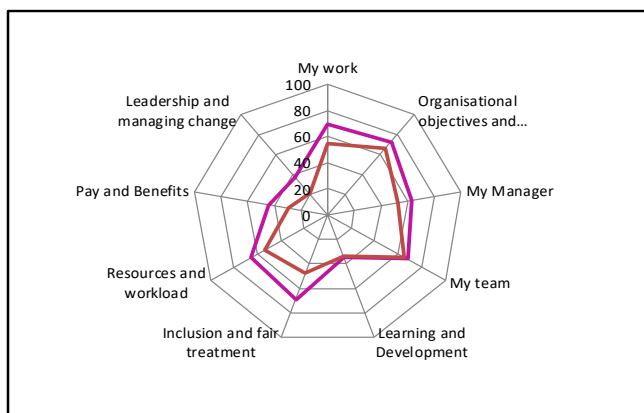


Appendix 2 Staff Survey Comparison Scores with Civil Service and Other ALBs

Overview					

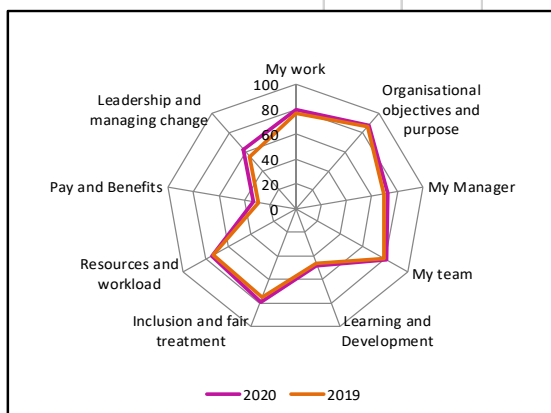
Where Are We Now?	2020 (%)	2019 (%)	pp* change	pp vs ALB's	pp vs CS *
My work	69	55	14	-11	-8
Organisational objectives and purpose	73	66	7	-15	-10
My Manager	63	53	10	-9	-8
My team	68	65	3	-13	-14
Learning and Development	35	34	1	-13	-20
Inclusion and fair treatment	69	48	21	-10	-10
Resources and workload	65	54	11	-10	-9
Pay and Benefits	44	29	15	11	10
Leadership and managing change	37	21	16	-25	-12

Legal Ombudsman



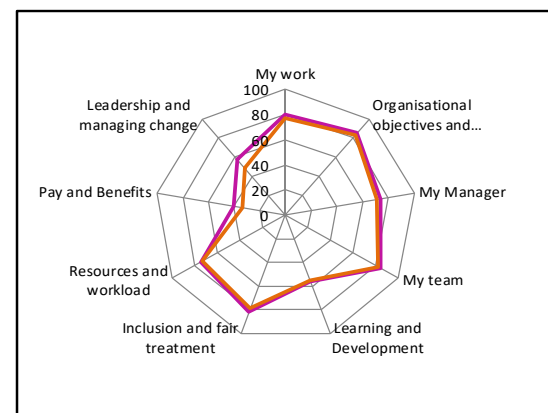
Where are ALB's now?	2020 (%)	2019 (%)	pp* change
My work	80	77	3
Organisational objectives and purpose	88	86	2
My Manager	72	69	3
My team	81	79	2
Learning and Development	48	46	2
Inclusion and fair treatment	79	75	4
Resources and workload	75	74	1
Pay and Benefits	33	29	4
Leadership and managing change	62	55	7

ALB's



Where are Civil Service Departments now?	2020 (%)	2019 (%)	pp* change
My work	80	77	3
Organisational objectives and purpose	85	83	2
My Manager	74	71	3
My team	84	82	2
Learning and Development	56	55	1
Inclusion and fair treatment	82	79	3
Resources and workload	75	74	1
Pay and Benefits	40	34	6
Leadership and managing change	58	49	9

Civil service



*pp = Percentage point

Appendix 3 - People Survey Action Plan 2020

	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
Phase	Plan and Prepare		Diagnostic	Design		Deliver		Demonstrate		Discover		Review
People Survey	Initial evaluation of results Initial results reviewed at Exec and Board Initial results reviewed at Staff Council	Organisation results analysed Initial results reviewed at RemCo	Cohort results analysed Full results out to Exec	Design and engage with stakeholders Sign off action plans with Exec and RemCo.		Progress reporting to Exec.		You Said - We Did		2021 People survey active		Survey results received
Communications	Headline outcomes communicated to All Staff	All staff briefings						Annual review of YS-WD.		People Survey comms.		
You Said – We did (YS-WD)		Monthly YS-WD – 1 blog example per month driven through staff networks						Intro 2021 survey communications.				
People Plan		Align results with People Plan work plan.		Develop action plans and link with People Plan		People Plan workplan						
HR & OD team support	Organisation Analysis	Cohort analysis	Discussions with managers on results	Develop action plans and align with People Plan activities				Communications and engagement support		Maximize employee voice – Nudge theory		
Dependencies	Executive sponsorship							Executive sponsorship				