

<b>Meeting</b>	OLC Board	<b>Agenda Item Paper No.</b>	9 103.8 (b)
<b>Date of meeting</b>	26 March 2020	<b>Time required</b>	20 Minutes

<b>Title</b>	<b>Civil Service People Survey 2019 results</b>
<b>Sponsor</b>	Marcus Passant, Head of HR
<b>Status</b>	OFFICIAL
<b>To be communicated to:</b>	Members and those in attendance

<b>Executive summary</b>
<ol style="list-style-type: none"> <li>1. The Staff Survey was undertaken through October 2019.</li> <li>2. The responses received at LeO were less favourable than the previous year and the extent which this is so can be seen in Appendix 1.</li> <li>3. The results have already been shared with RemCo on 11 March 2020 and are presented on this agenda for wider discussion and reflection.</li> <li>4. Action taken so far:</li> </ol> <p>The results have been discussed by the Management Team and shared with all staff. Engagement with the Staff Council on the key themes has taken place in February and a commitment to listen and make changes has been made. An immediate action to set up targeted discussion groups, with a particular focus on issues affecting Investigators has been launched with a commitment from the Chief Ombudsman and the Management Team.</p> <p>Leadership/Senior Management</p> <ul style="list-style-type: none"> <li>• Consultation held with Staff Council – 2 special meetings</li> <li>• Attendance from staff observers at Management Team (MT)</li> <li>• Direct feedback from Investigators to February 11 MT</li> <li>• All staff commitment from Head of HR 14 February</li> <li>• Blog from Chief Ombudsman 5 March</li> <li>• Draft organisation change guidelines created</li> <li>• Review of targets and caseloads as part of the Strategy and Business Plan</li> <li>• Discussion groups launching w/c March 23</li> <li>• Homeworking re-instated in November 2019</li> </ul> <p>Resources &amp; Workload</p> <ul style="list-style-type: none"> <li>• Investigator and caseworker recruitment</li> <li>• Review of targets and caseloads as part of the Strategy and Business Plan</li> <li>• Review of work load management tools in progress</li> </ul>

Wellbeing
<ul style="list-style-type: none"> <li>• Mind survey and action plan published 31<sup>st</sup> December.</li> <li>• Wellbeing senior sponsor on MT</li> <li>• Homeworking re-instated in November 2019</li> </ul>
<b>Recommendation/action required</b>
Board are asked to NOTE and COMMENT on the report.

## Civil Service People Survey 2019 Results

### Summary

The 2019 Civil Service People Survey ran throughout October and was completed by 141 staff (a 57% response rate).

The engagement index shows the average level of engagement in an organisation. Our overall engagement is presented as a percentage. This year it was **42%**, a 9% decrease.

The 60 statements within the survey are grouped into nine themes. All of the themes saw a decrease in positive responses. The biggest decreases were:

1. Inclusion and fair treatment: down 15 to 48%
2. My manager: down 11 to 53%
3. My work: down 10 to 55%.

In terms of individual questions, the highest positive scoring questions were:

1. I am interested in my work: 87%
2. I have the skills to do my job effectively: 84%
3. I strive to make my workplace a truly inclusive environment: 81%.

The highest negative scoring questions were:

1. I feel that change is managed well in my organisation: 72%
2. Overall, I have confidence in the decisions made by the organisation's senior managers: 71%
3. I believe that senior managers in my organisation will take action on the results from this survey: 69%

The results for our investigator community are particularly disappointing and warns of a significant risk with engagement and retention. Several themes are compared and examined to highlight this.

A full copy of the report is at Appendix 1.

## Appendix 1

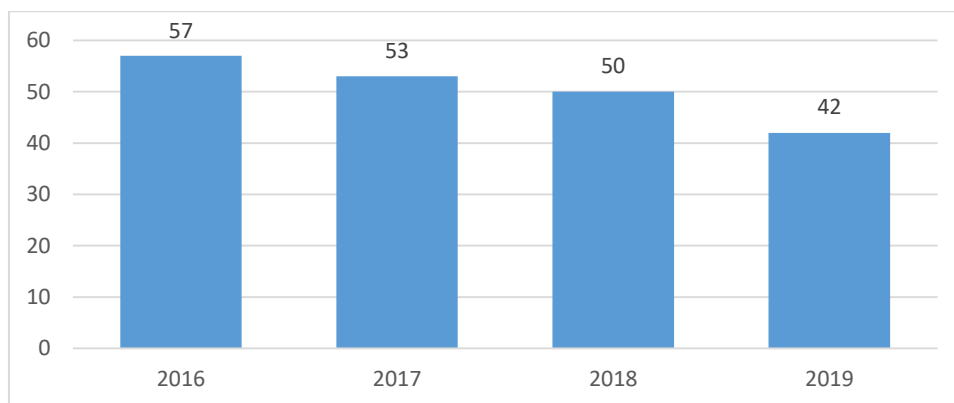
**Overall Legal Ombudsman engagement index of 42%\*** (a 9% decrease from 2018).

The 2019 Civil Service People Survey was completed by 141 staff (a 57% response rate). The survey includes five statements (listed below) that make up the engagement index. The index score represents the average level of engagement and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement statements and a score of 100 represents all respondents saying they strongly agree to all five engagement statements.

The figure in brackets represents the difference between this survey and the 2018 survey.

Engagement statement	2019	Diff from 2018 survey
I am proud when I tell others I am part of my organisation	34%	-14
I would recommend my organisation as a great place to work	17%	-12
I feel a strong personal attachment to my organisation	32%	-3
My organisation inspires me to do the best in my job	19%	-14
My organisation motivates me to help it achieve its objectives	21%	-8

### Engagement result by year



## Engagement by business area

The responses by business area were as follows (where the response rate is lower than 10 we are unable to view detailed data such as engagement):

Business area	Number of responses and % response rate	Engagement
Corporate	21 (57%)	56%
General Enquiries Team	24 (83%)	55%
Level 1 Ombudsmen	14 (50%)	47%
Team leaders, Operations managers, Level 2 ombudsmen, Senior ombudsman	19 (63%)	43%
<b>Investigators</b>	<b>55 (49%)</b>	<b>28%</b>
Operational transformation and support	8 (73%)	Unavailable
<b>Total</b>	<b>141</b>	<b>42%</b>

As shown above, the engagement level of our investigator community is significantly lower than the rest of the organisation. The response rate of this group was 49%, the lowest return of any group, however it is clearly still a representative sample.

## Themes

The 60 statements within the survey are grouped into nine themes. The results of the 2019 survey are compared with the 2018 survey below:

Theme	2019 result	Difference from 2018 Survey
<b>My work</b>	55%	-10
<b>Organisational objectives and purpose</b>	66%	-1
<b>My manager</b>	53%	-11
<b>My team</b>	65%	-3
<b>Learning and development</b>	34%	-4
<b>Inclusion and fair treatment</b>	48%	-15
<b>Resources and workload</b>	54%	-4
<b>Pay and benefits</b>	37%	-3
<b>Leadership and managing change</b>	21%	-7

## BAME

The Engagement Index for BAME respondents was 43%, slightly higher than that of the organisation as a whole. BAME respondents scored all of the above themes higher than the results of the organisation as a whole with the exception of 'Pay and benefits'.

A comparison of the results of BAME staff is provided for relevant sections below.

### Investigator breakdown

The results of our investigators were lower than the overall organisational score for every theme, some significantly so.

An overview of each theme is shown below for investigators with a comparison with the organisation's result for that theme:

Theme	2019 result	Investigator result	Difference %
<b>My work</b>	55%	51%	-4
<b>Organisational objectives and purpose</b>	66%	53%	-13
<b>My manager</b>	53%	47%	-6
<b>My team</b>	65%	56%	-9
<b>Learning and development</b>	34%	18%	-16
<b>Inclusion and fair treatment</b>	48%	31%	-17
<b>Resources and workload</b>	54%	42%	-12
<b>Pay and benefits</b>	37%	30%	-7
<b>Leadership and managing change</b>	21%	10%	-11

\* Results are presented as whole numbers for ease of reading, with rounding performed. Therefore in some instances, the differences presented will not match the rounded figures of the scores being compared.

### Highest negative scoring questions for investigators

The results below show responses that indicated 'disagree' or 'strongly disagree' to statements.

Statement	% Negative
Overall, I have confidence in the decisions made by the organisation's senior managers	87%
I feel involved in the decisions that affect my work	85%
When changes are made in my organisation they are usually for the better	85%
I have a choice in deciding how I do my work	84%
I feel that change is managed well in my organisation	84%

## Inclusion and fair treatment

Comparison between overall results for the Legal Ombudsman and that of investigators. The results below show responses that indicated ‘agree’ or ‘strongly agree’ to the statements.

Statement	People Survey % positive	Investigators % positive	BAME %positive
I am treated fairly at work	48%	29%	52%
I am treated with respect by the people I work with	68%	60%	77%
I feel valued for the work I do	26%	7%	33%
I think that my organisation respects individual differences	51%	29%	48%

## Taking action

0% of investigators think effective action has been taken on the results of the last survey and only 4% believe that senior managers will take action on the results from this survey.

## Discrimination, bullying and harassment

The comparison of results for discrimination, bullying and harassment between the overall organisation and those of our investigators is also noteworthy. With over a quarter of investigators reporting they had been bullied or harassed at work and/or discriminated against.

### Have you been discriminated against at work, in the past 12 months?

- **Overall:** Yes – 18%. An increase of 5% from 2018.
- **Investigators: Yes - 27%.**
- BAME respondents: 15%.

### Have you been bullied or harassed at work, in the past 12 months?

- **Overall:** Yes - 16%. An increase of 2% from 2018.
- **Investigators: Yes - 26%.**
- BAME respondents: 15%.

Interestingly, 13 (of the 14) investigators who answered yes to the above question, described the bullying and/or harassment as ‘Negative micromanagement (e.g. excessive control; made to feel incompetent)’.

## 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 the overall result and that of investigators and BAME staff.

Timescale	Overall survey result	Investigators	BAME
I want to leave as soon as possible	32%	47%	33%
I want to leave within next 12 months	21%	20%	26%
I want to stay for at least a year	33%	25%	33%
I want to stay for at least three years	14%	7%	7%

67% of investigators stated that they wished to leave the Legal Ombudsman as soon as possible or within the next 12 months.

## Comments

There were 189 comments in total. 108 related to the question – What is the one change you would most like the organisation to make in the next 12 months?

The remaining 81 comments were based on the Civil Service Leadership Statement - What should managers in your Area/Directorate/Division continue to do, or do differently, to role model the behaviours set out in the Civil Service Leadership Statement? While we acknowledge that the majority of our staff may not be familiar with this statement, their comments are still valid.

## What is the one change you would most like the organisation to make in the next 12 months?

Respondents were asked to select the theme(s) that their comment related to. They were not allowed to select multiple themes.

The only themes that received more than 10 responses were:

1	Leadership/senior management	42
2	Resources and workload	16
3	Wellbeing	13

These three themes are examined in more detail below.

### **Leadership/senior management - key points**

- Strong level of dissatisfaction with the Management Team
- Listen to staff feedback and take action
- Be open and honest with staff
- Stop the constant change
- Review or replace the Quality and Feedback model because it does not work and adds extra time to investigations
- Rather than recruiting constantly, focus on retaining the existing workforce
- Consider what the organisation can realistically achieve
- Reinstate home working

### **Resources and workload - key points**

- Develop realistic targets which are achievable without constant pressure and micro-management
- Investigators caseloads should be reduced so that the work is more manageable – the case floor of 18 is too high
- Employ more people to clear the backlog of work and reduce the pressure on existing staff
- Recent changes in Operations create additional admin work
- Allow staff the autonomy to do their jobs

### **Wellbeing - key points**

- Management don't care about the wellbeing of staff
- Trust staff and reward them for hard work
- Stop the micromanagement
- The blanket removal of home working was unfair and had a negative effect on the mental health and wellbeing of staff
- Respect the workforce and treat them with dignity and compassion.