

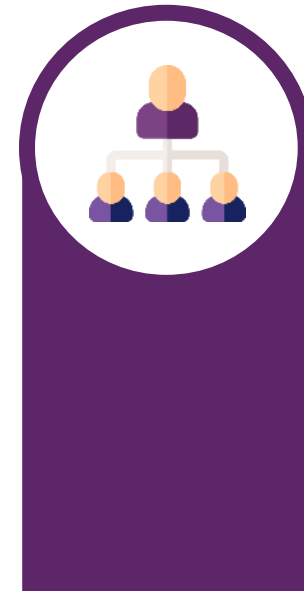
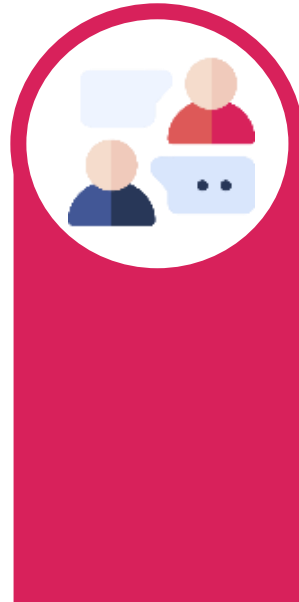
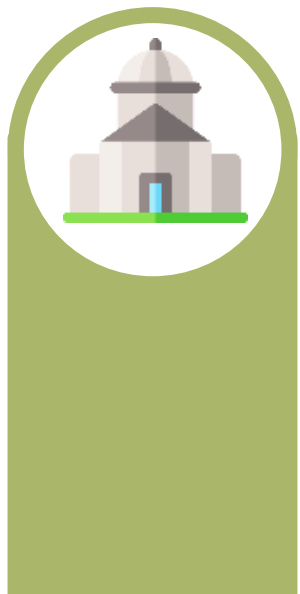


MANCHESTER
CITY COUNCIL



Autumn All Staff Survey 2021

SMT Pack



Autumn Staff Survey 2021

The Autumn Staff Survey was live from 22 October to 19 November 2021.

The purpose of the survey was to:

- **find out how our staff were feeling at the time that they completed the survey, and in some questions compared to last year.**
- **take steps to understand impact of improvements, particularly in relation to equality and inclusion**
- **understand what is important to our workforce and what they would like to see prioritised for next year.**

Staff were asked questions as part of the main staff survey. In addition to this, staff were also encouraged to complete a Digital Skills Audit to understand their level of digital skills and confidence. Detail of these findings are not included in this pack.

All questions, with exception of the Equality Monitoring questions, were mandatory. Some respondents who completed a paper survey did not answer some questions and so, any 'no responses' are due to this reason.



Contents:

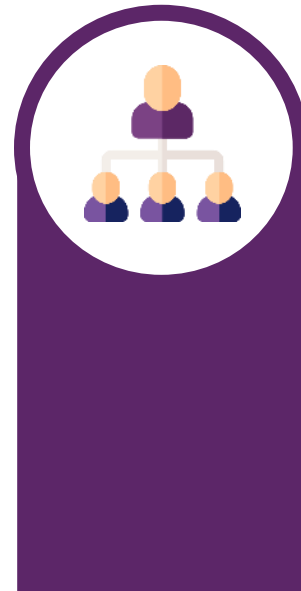
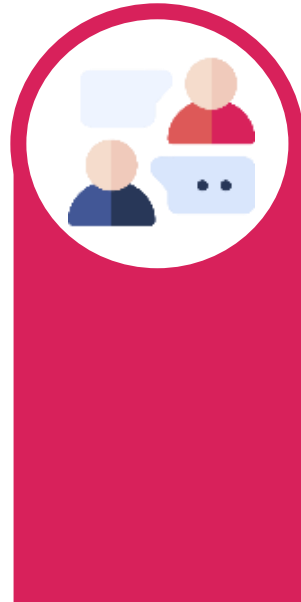
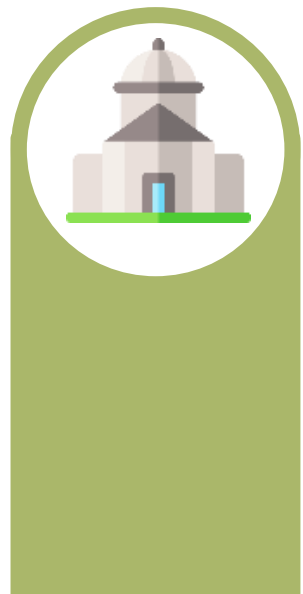
1. Introduction and Key Highlights
2. Response Overview
3. Key Themes
4. Free Text Responses
5. Equality Monitoring
6. Next Steps

Key Highlights

- The response to the survey has been positive with 52% response rate with average 98% return on equality monitoring. This includes a 54% increase in offline paper returns.
- The overall sentiment is positive and key improvements include retention, recognition and development.
- There are a number of areas where responses are the same as 2020, within a small margin. Due to success in the collection of equality monitoring, and where and how staff are working, this means there can be more in-depth analysis of responses. For example one area showing the same is 'feeling supported by the council' where on comparison with equality monitoring shows positive improvements across some of our ethnic groups.
- Some areas show an increased level of uncertainty particularly in relation to improvements in equality and diversity (with the exception of Race). This highlights that staff may not yet be seeing, feeling, hearing the impact of changes that they were expecting to see in 2020.
- The level of staff not having 121s/About You has decreased, and there is a direct correlation between staff feeling supported and the frequency of their meetings with managers
- Mental health continues to be an area requiring further support, and this is picked up across a number of questions.

NB: there have been some significant changes over the past 12 months across the organisation which impact on staff engagement and satisfaction. These are not directly captured in this pack and are being picked up at a directorate level.

Response Overview



We received



3,774

responses

(Compared to 2,696 in 2020)

representing



52%

(compared to 36% in 2020)

organisation

Response rate by Directorate

2020	2021
55%	69% - Corporate Services
56%	67% - Chief Executives
49%	57% - Growth & Development
34%	55% - Neighbourhoods
25%	44% - Children's & Education
25%	32% - Adults*

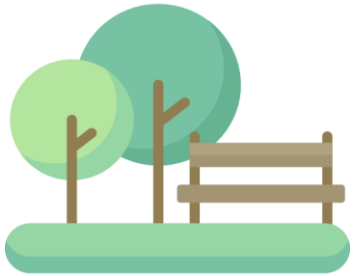
MHCC 91%
MLCO 31%
MCC retained 18%

*An MLCO staff survey was live at the same time as the Autumn survey. This would have affected 84% of Adults' staff where they may have chosen to complete just one survey and not the other.

About the responders



15% 58% were working from home in 2020
Work from home all of the time



25% 17% were working on site in 2020
Work on site all of the time



60% 23% were split site working in 2020
Split their time between home and on-site working

Response Type



96%
responded online

97%
In 2020 survey



4% completed a paper survey
3% In 2020 survey

Staff were able to complete the survey online via an **email** link or the through **Intranet**, on **paper** or by making contact to request an **assisted completion** line.

For the first time, staff with a work mobile phone were sent a survey link by **SMS**.



Equality information

staff shared with us

In this survey:

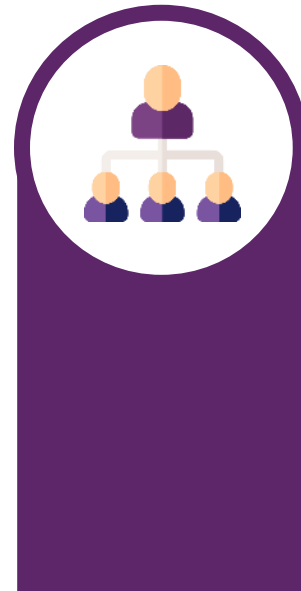
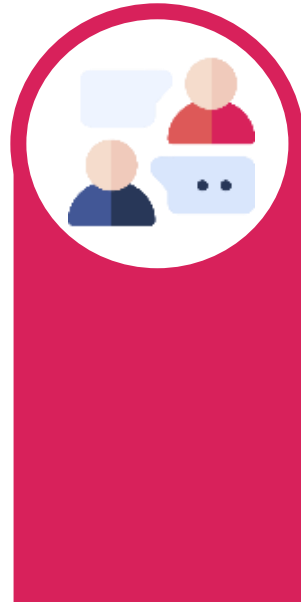
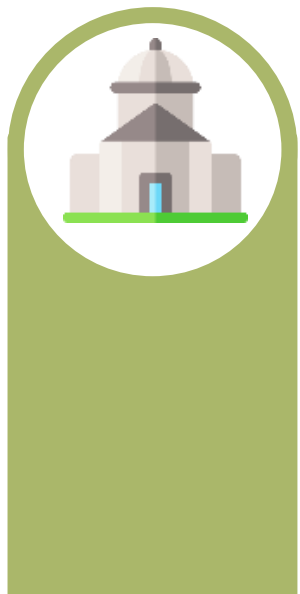
Autumn 2020:

June 2020:

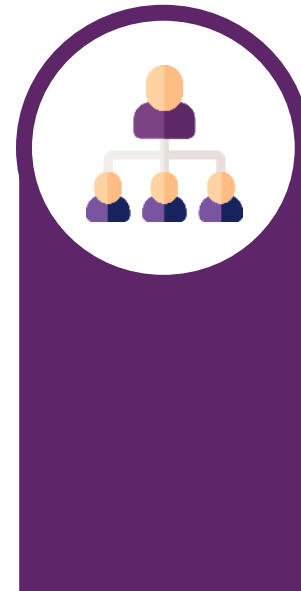
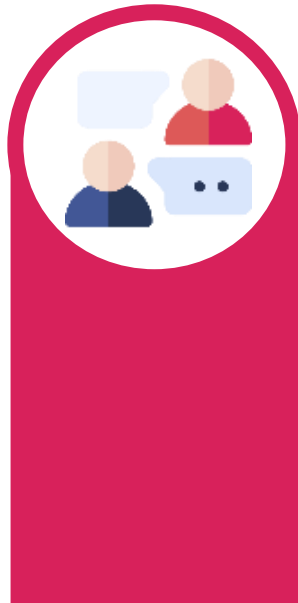
98%	Shared their Gender	96%	95%
99%	Shared their Age	98%	98%
96%	Shared their Sexuality	91%	<i>We didn't ask about sexuality in June's survey</i>
96%	Shared their Ethnicity	96%	85%
98%	Responded about Disability	99%	93%

Before the equality monitoring questions section, respondents were advised that these questions were optional, yet their responses would help to inform the Council's race and workforce equality work – an honest statement that helped staff to understand why we were asking for this information.

Key Themes



The Organisation





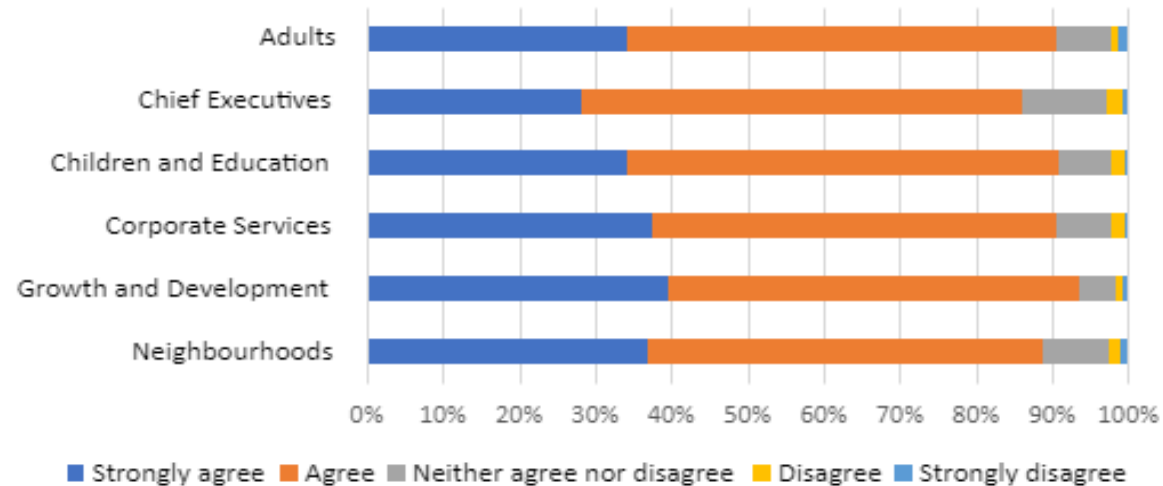
The Organisation – Values and behaviours

Overall, 90% of respondents agreed that they understand the organisation’s values and behaviours.

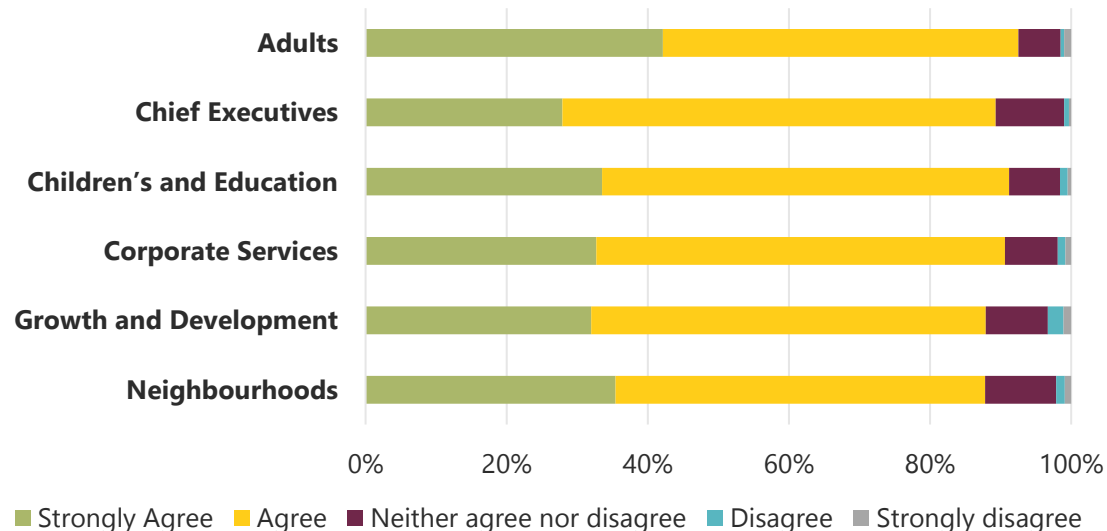
Compared to 91% in 2020

I understand the organisation’s values and behaviours / 2020 and 2021 by directorate

2020



2021



*Adults = MCC Retained, MHCC & MLCO combined

Strongly Agree Agree Neither agree nor disagree Disagree Strongly disagree

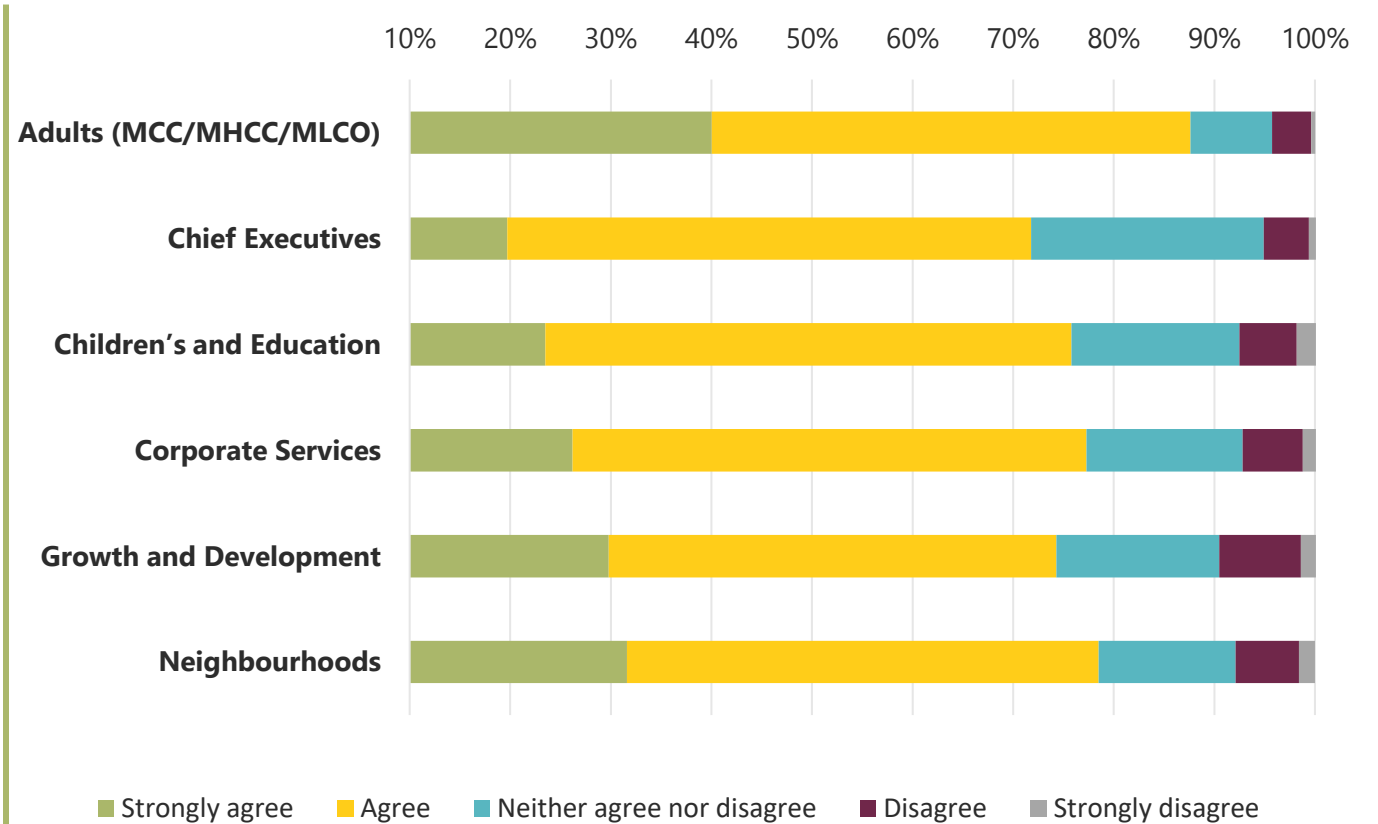


The Organisation – Residents are our priority

Overall, 77% respondents agreed that residents and communities are our organisation’s top priority, with only 7% respondents disagreeing.

This was a new question for this year and was based upon a question asked in the NHS’ staff survey.

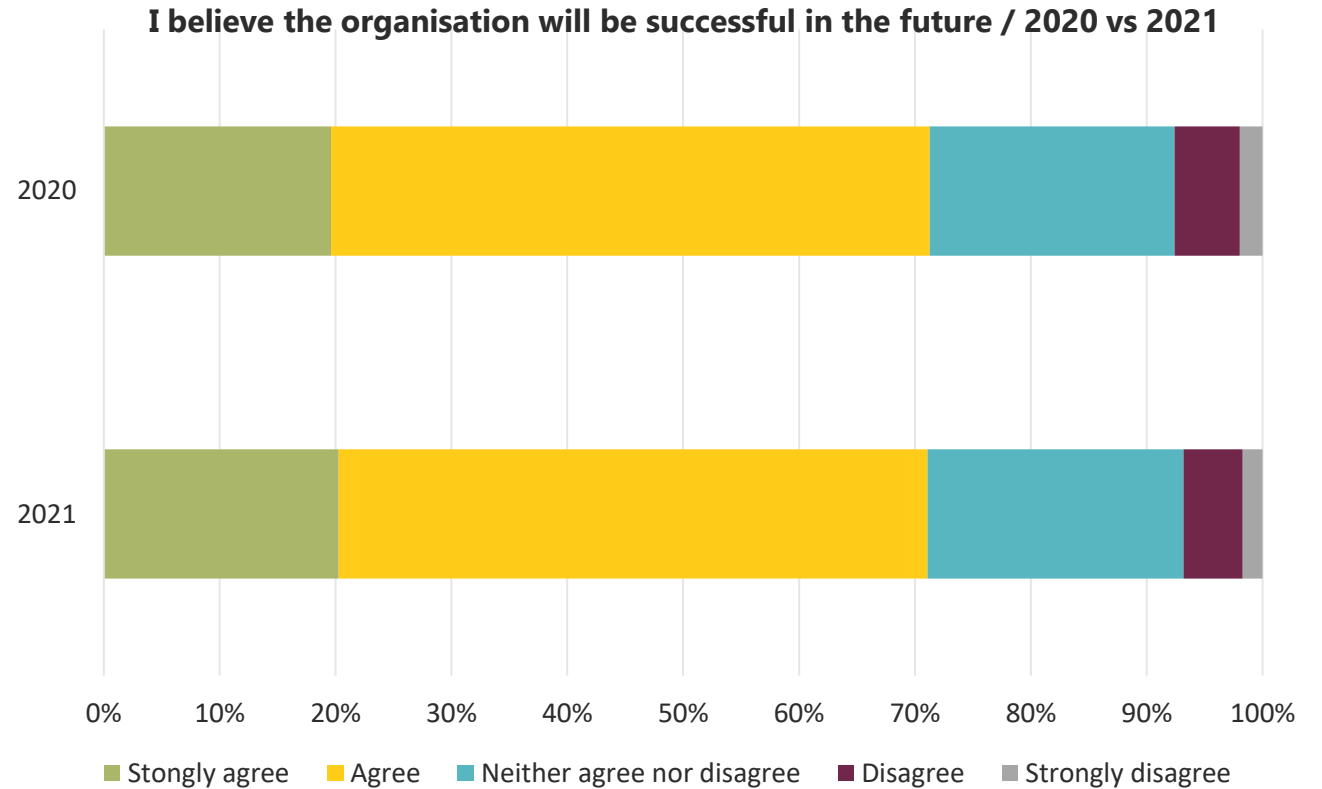
Residents and communities are our organisations top priority by directorate





The Organisation – Future success

Overall, 71% respondents agreed that the organisation would be a success in the future, which is a consistent response with the 2020 survey when 72% agreed.

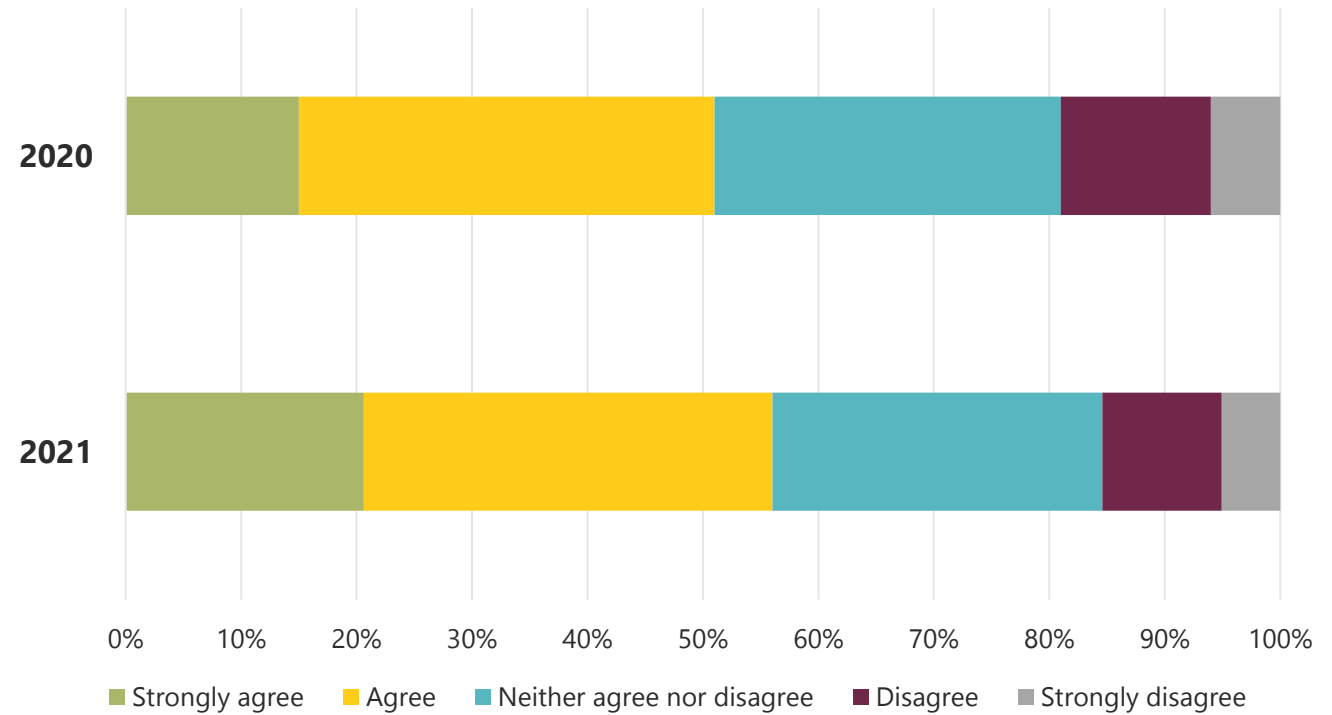




The Organisation – Staff retention

Overall, 55% respondents agreeing that they would stay with this organisation, compared to 50% in 2020.

If I was offered a similar role with another employer, I would stay with this organisation / 2020 vs 2021

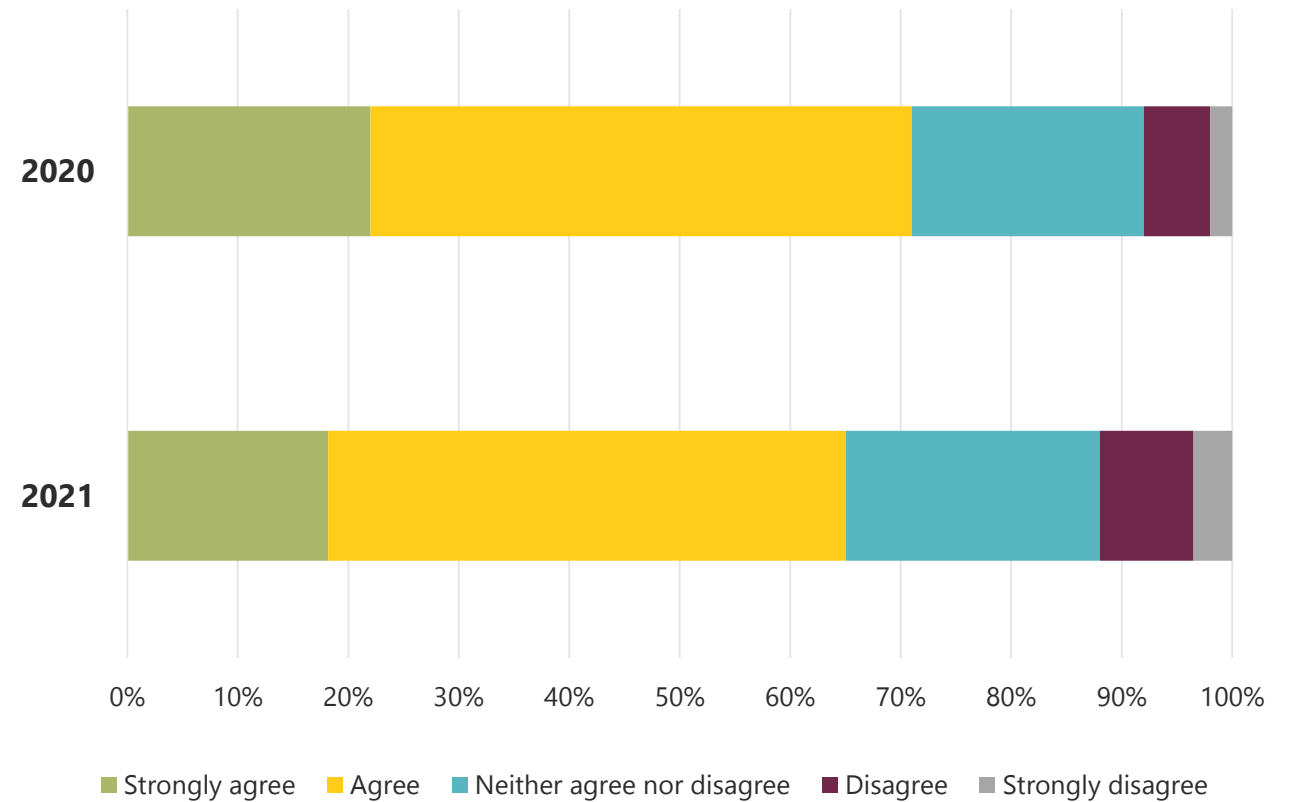




The Organisation – A great place to work

Overall, 65% agreed that this organisation is a great place to work, compared to 70% in 2020. 23% were unsure.

I would recommend this organisation as a great place to work / 2020 vs 2021



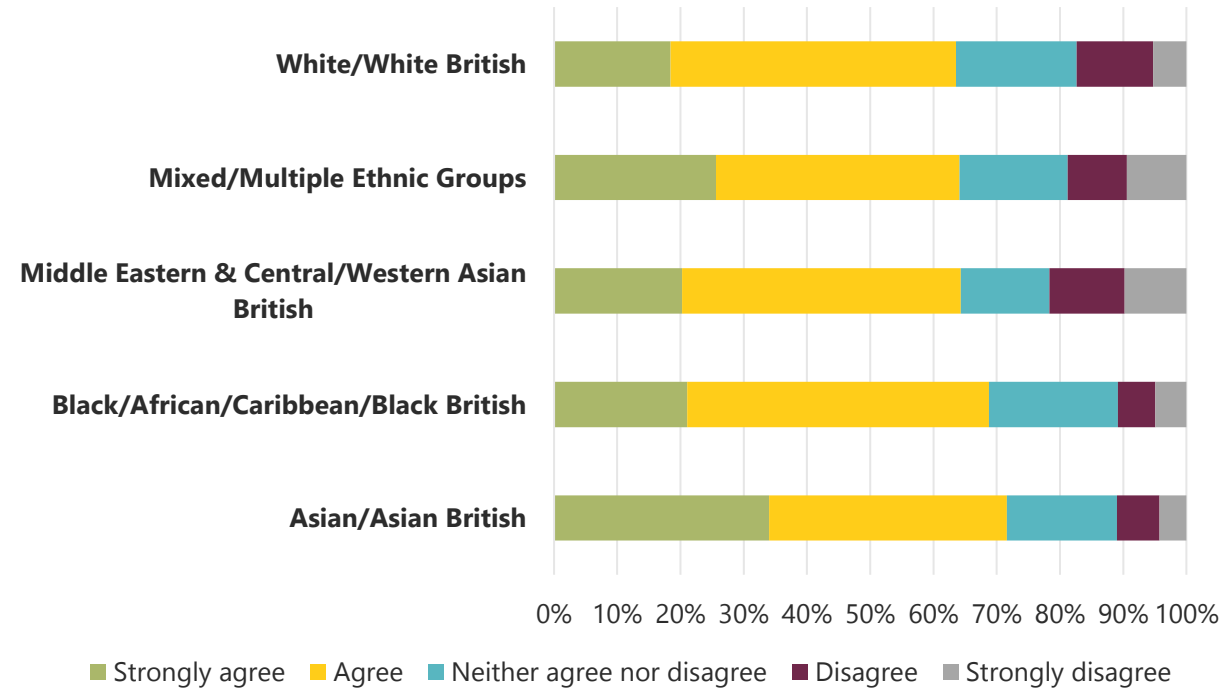
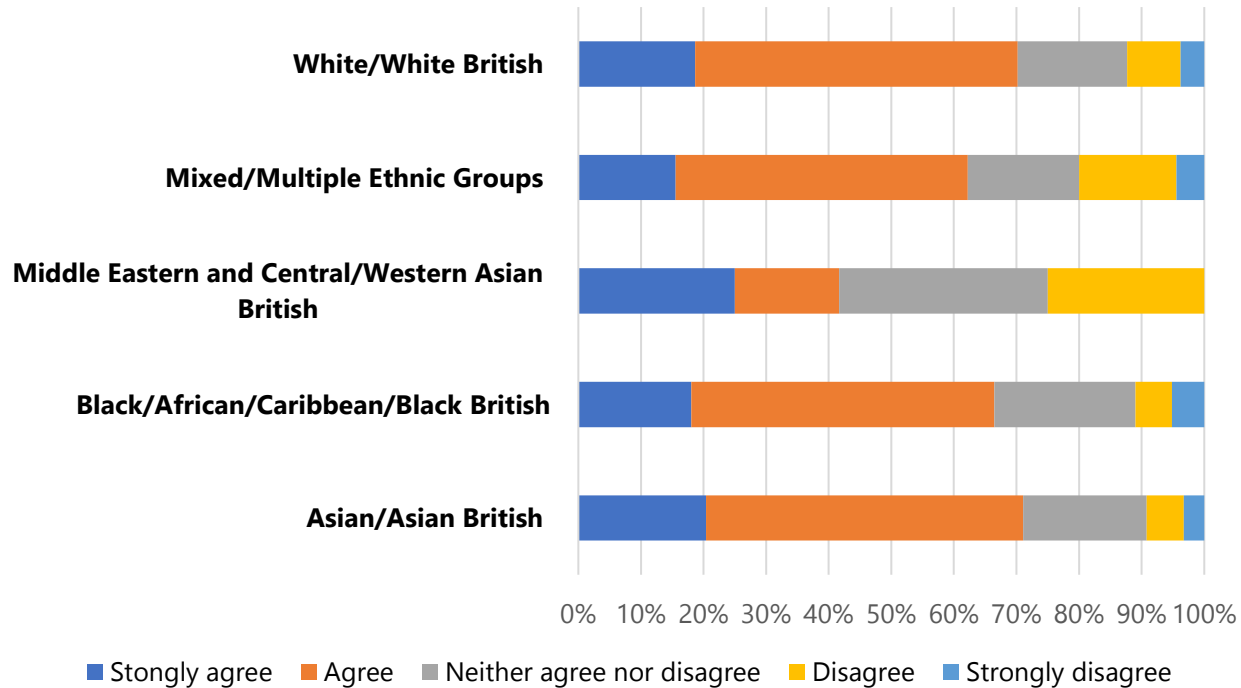


The Organisation – Supported by the Council

Overall, 63% respondents agreed that they feel supported by the organisation, the same proportion who agreed in 2020.

The extent to which respondents feel supported has been compared across ethnic groups and shows a positive improvement particularly with our **Asian/Asian British and Black/African/Caribbean/ Black British colleagues.**

I feel supported by the Council at the moment / 2020 vs 2021 by directorate

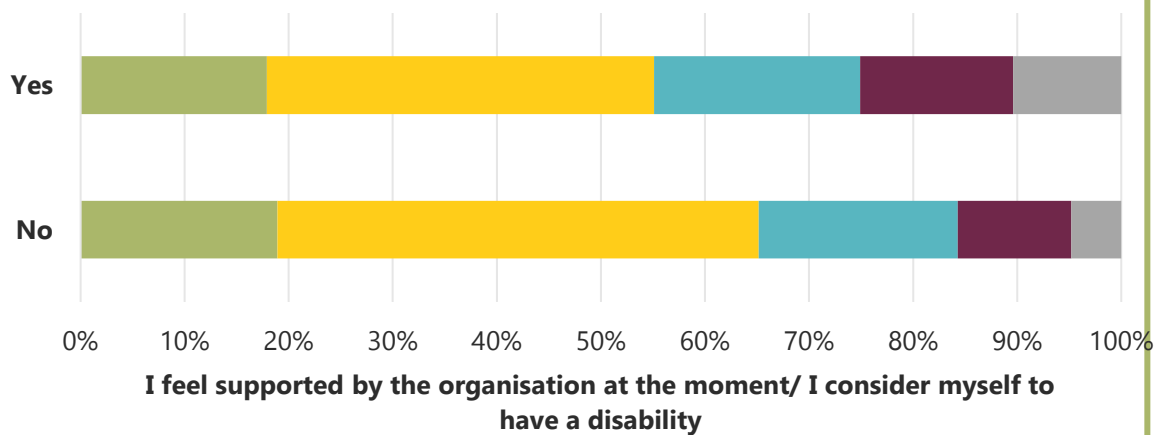




The Organisation – Supported by the Council

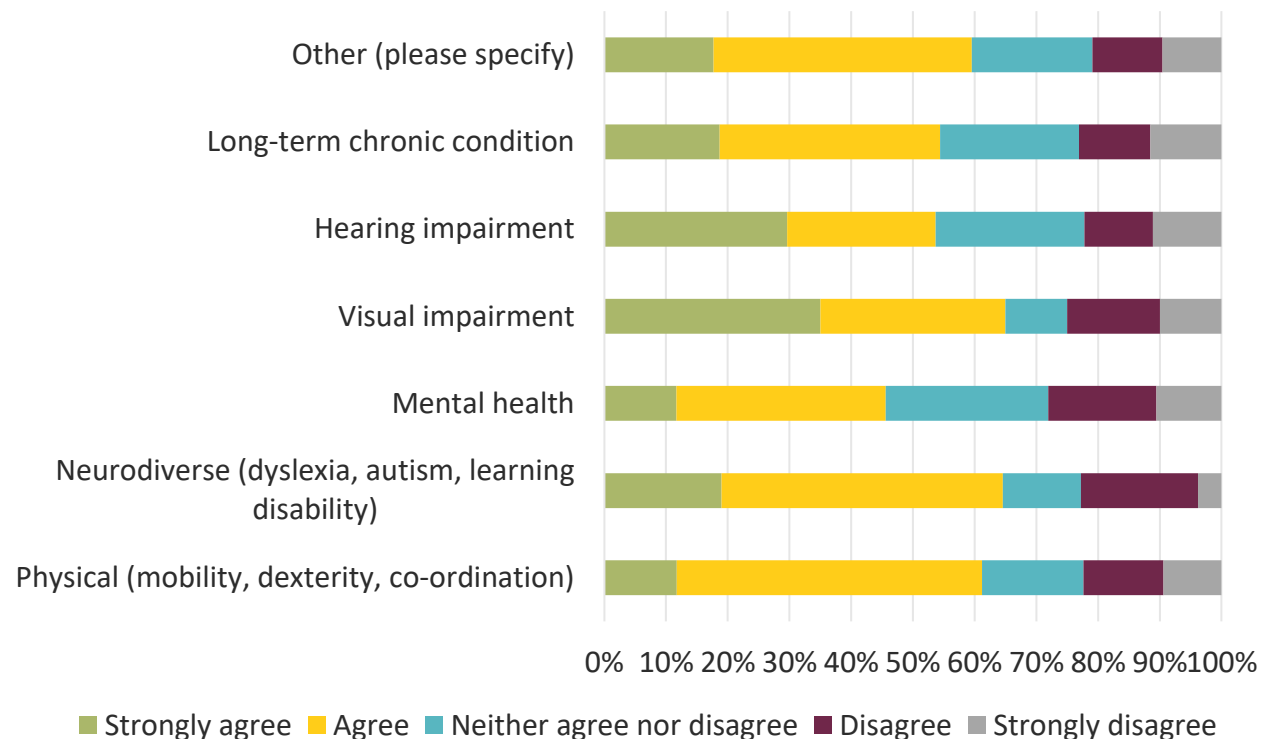
Staff who identified themselves as being a disabled person (661 respondents), feel less supported than those who told us that they weren't a disabled person.

This has been compared across the types of condition/impairment to provide further detail.



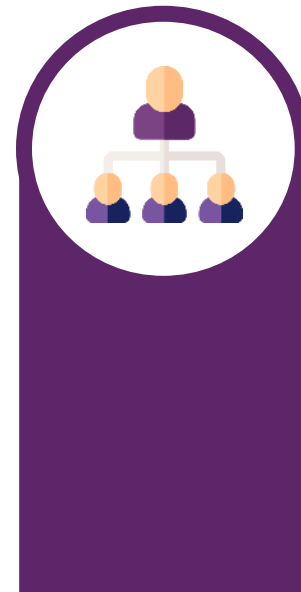
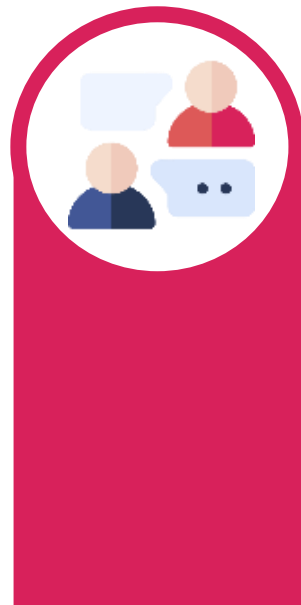
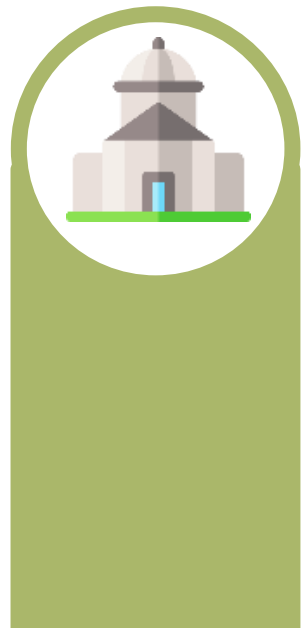
Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

I feel supported by the organisation at the moment/ Type of condition



Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

Senior Leadership





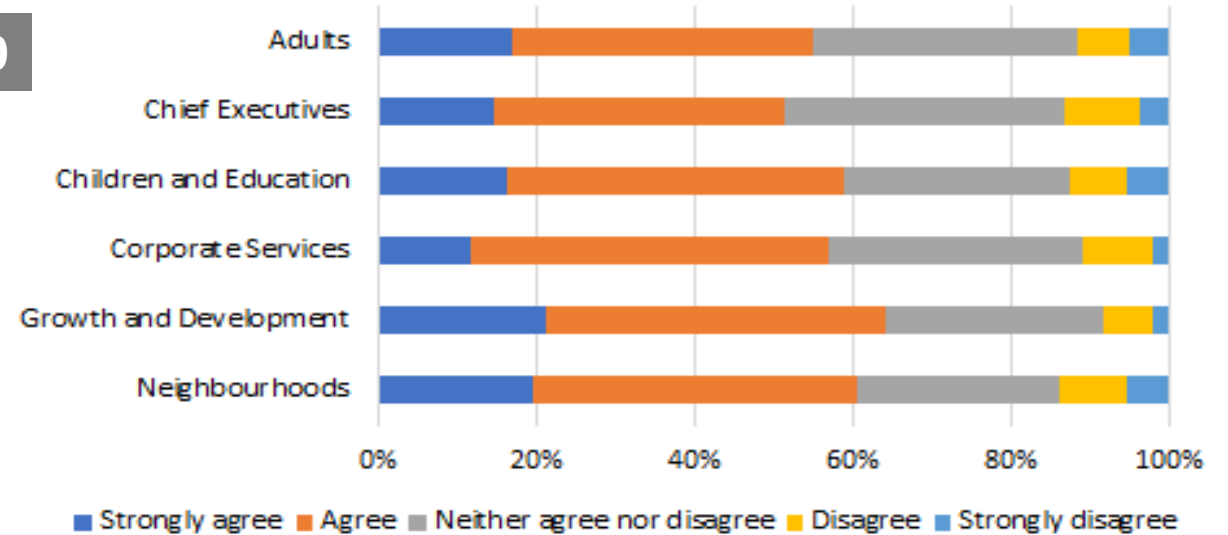
Senior Leadership – Proud to work for the organisation

Overall, just over half of all respondents (53%) agreed that Senior Managers make them proud to work for the organisation

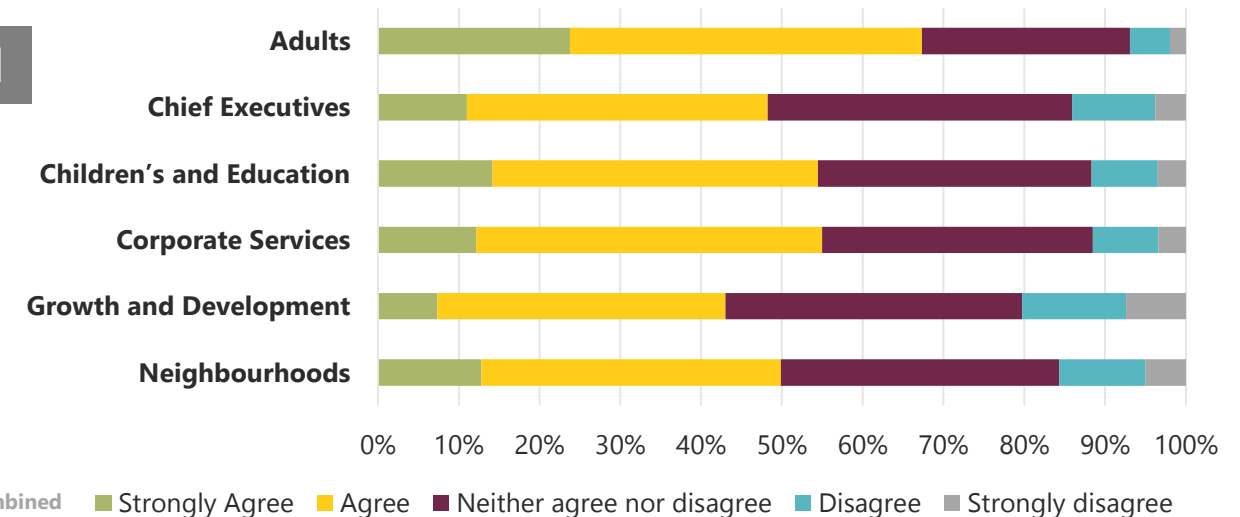
34% were unsure, whilst only 13% disagreed.

Compared to 58% agreeing in 2020

2020



2021



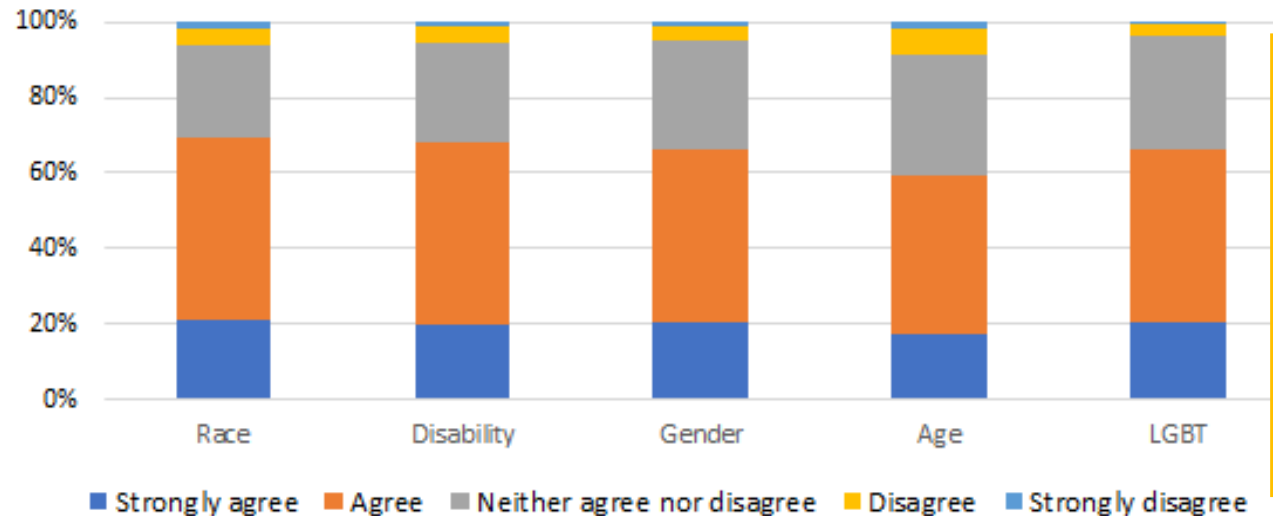
*Adults = MCC Retained, MHCC & MLCO combined



Senior Leadership - Improvements to equality and diversity

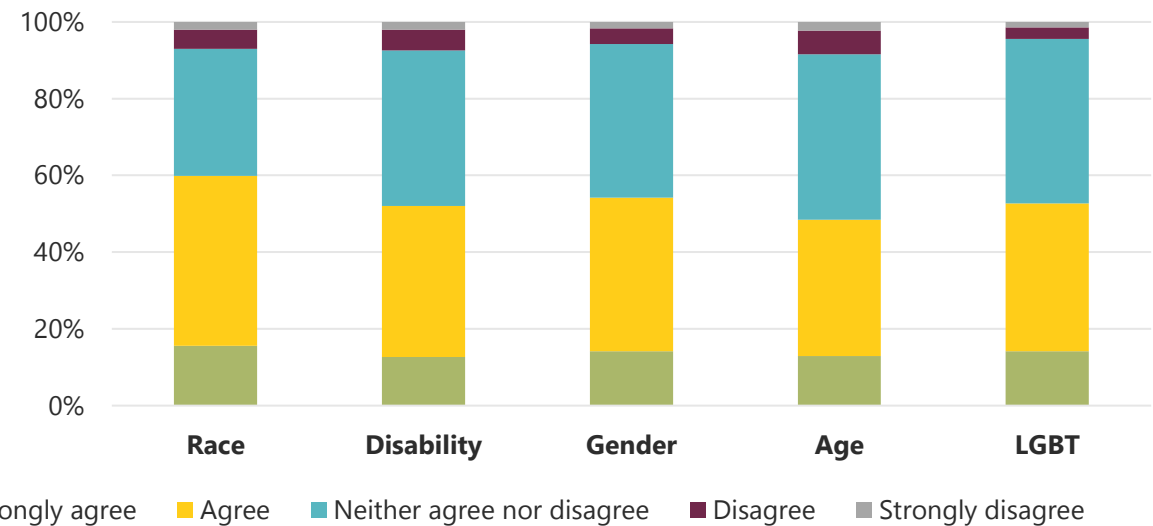
In the 2020 survey, we asked staff if they believed that Senior Managers **will** make improvements to equality and diversity across 5 areas: **race, disability, gender, age and LGBT.**

2020: Senior Managers have will make improvements to equality and diversity in the organisation, in relation to:



This year, we asked if they felt that Senior Managers **have** made those improvements.

2021: Senior Managers have made improvements to equality and diversity in the organisation, in relation to:



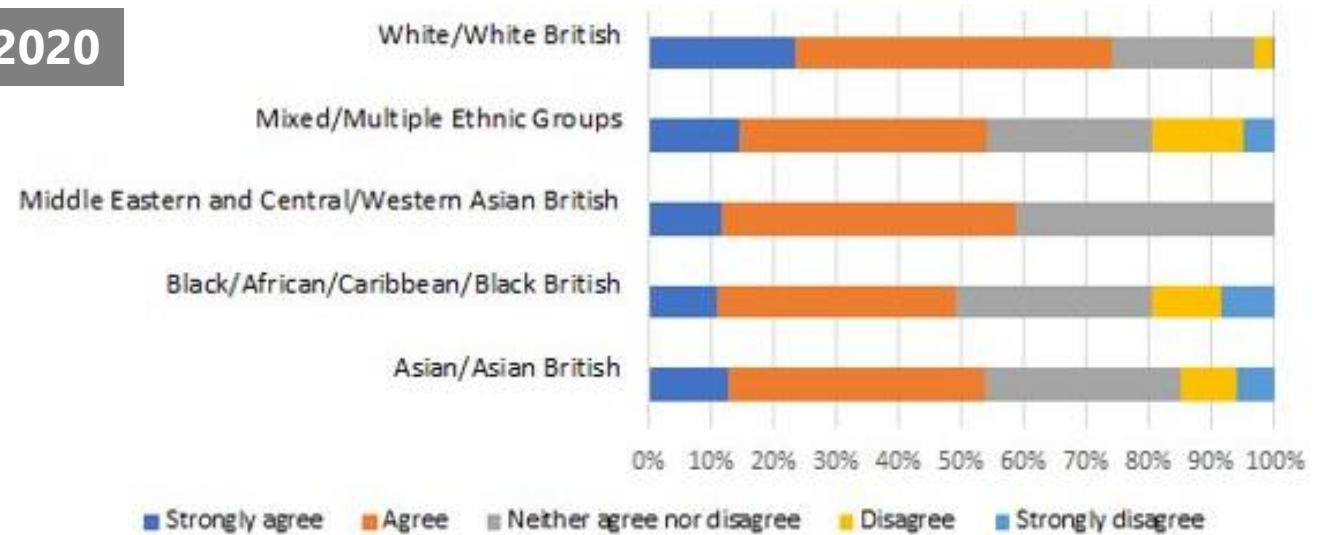


Senior Leadership - Improvements regarding Race

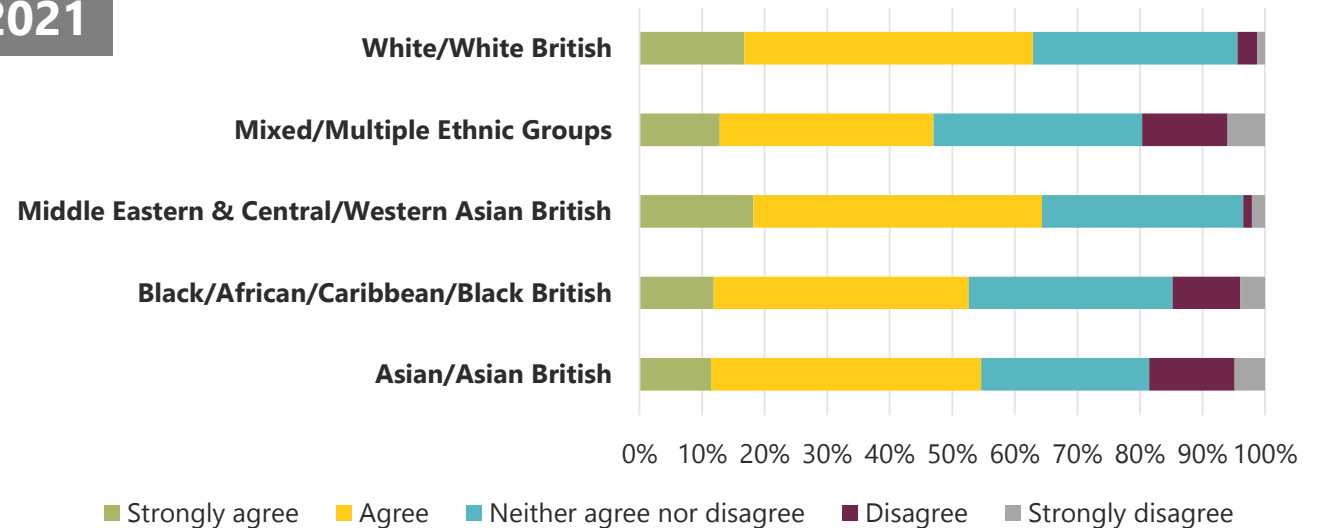
Overall, 60% respondents agreed that improvements have been made to equality and diversity in relation to race.

The graphs show how this compares across different ethnicities and in some there is an improvement when compared to 2020.

2020



2021



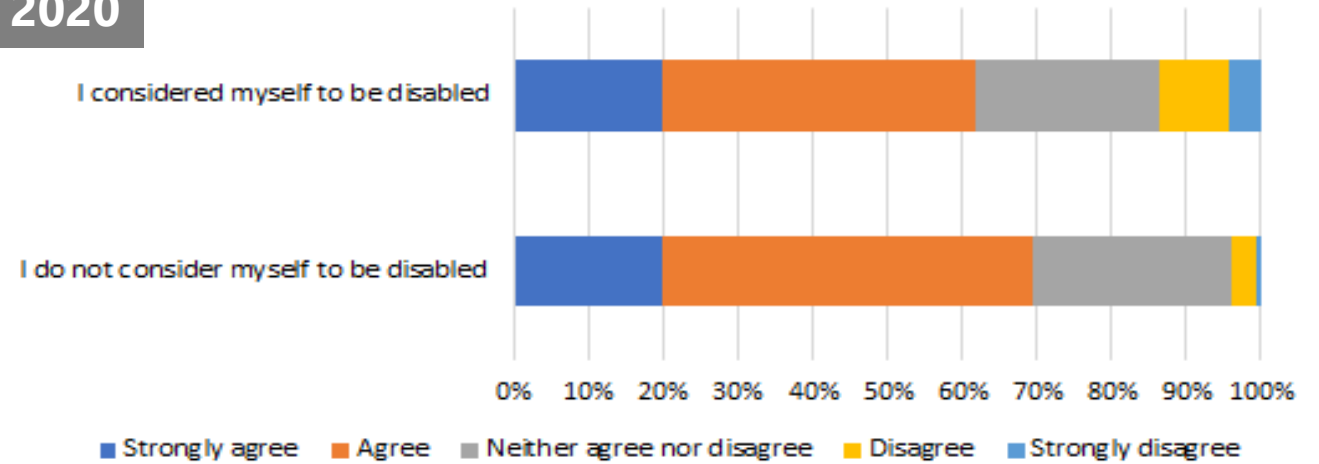


Senior Leadership - Improvements regarding Disability

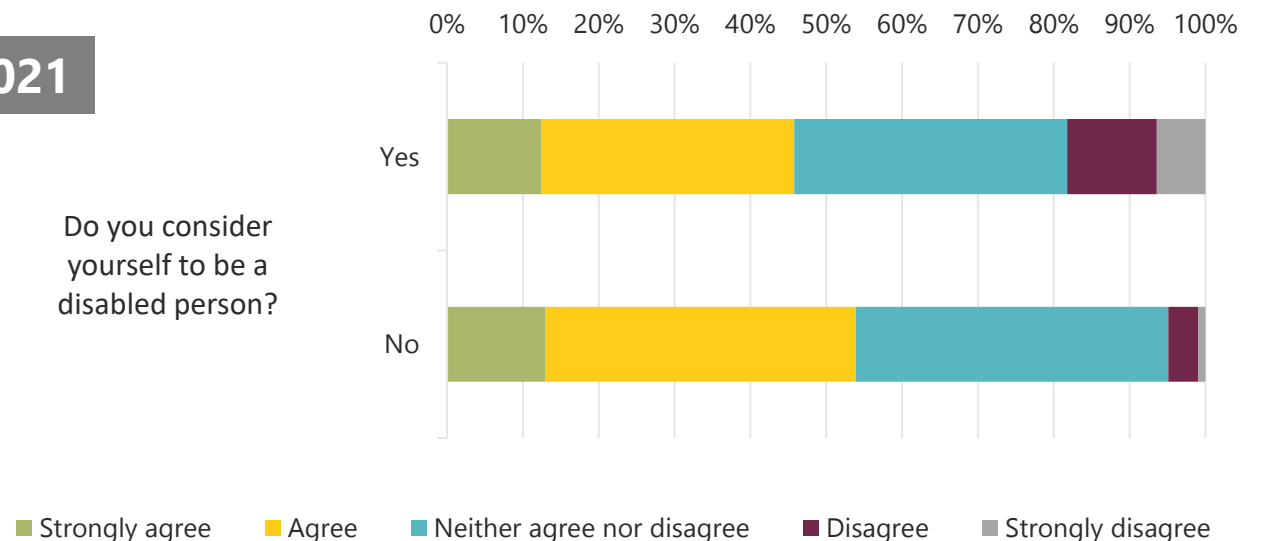
Overall, 52% respondents agreed that improvements have been made to equality and diversity in relation to disabilities – 41% were unsure.

There is less confidence in 2021, particularly amongst the 661 respondents who consider themselves to be a disabled person, as shown in the graphs.

2020



2021



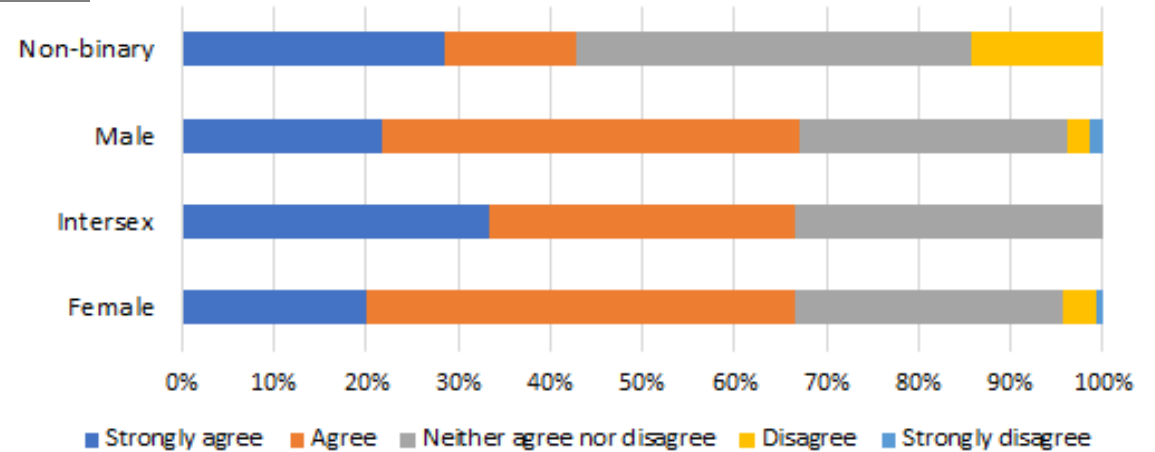


Senior Leadership - Improvements regarding Gender

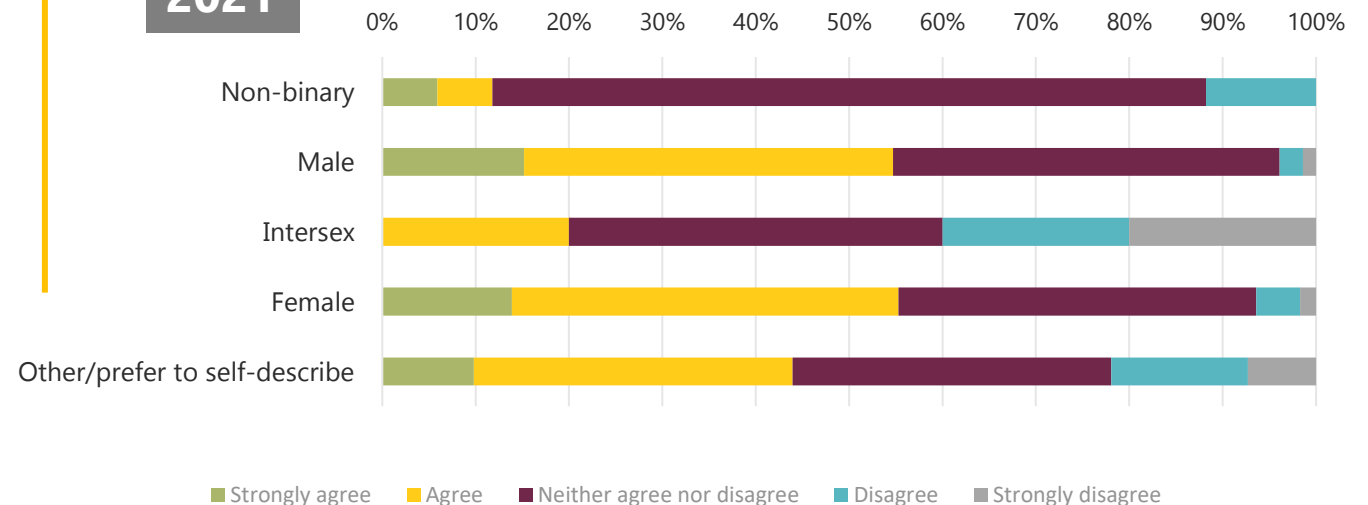
Overall, 54% respondents agreed that improvements have been made to gender equality and diversity.

When comparing the responses across gender identity groups, there is more uncertainty across all, especially respondents who identify as non-binary, when compared to 2020. This is shown in the graphs.

2020



2021





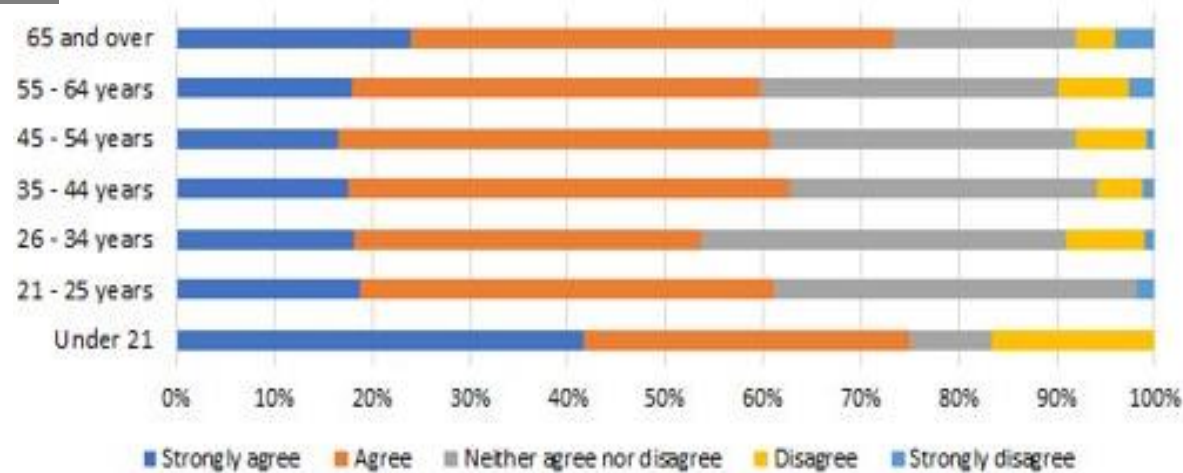
Senior Leadership - Improvements regarding Age

Overall, 48% respondents agreed that improvements had been made in relation to Age, with 43% being unsure.

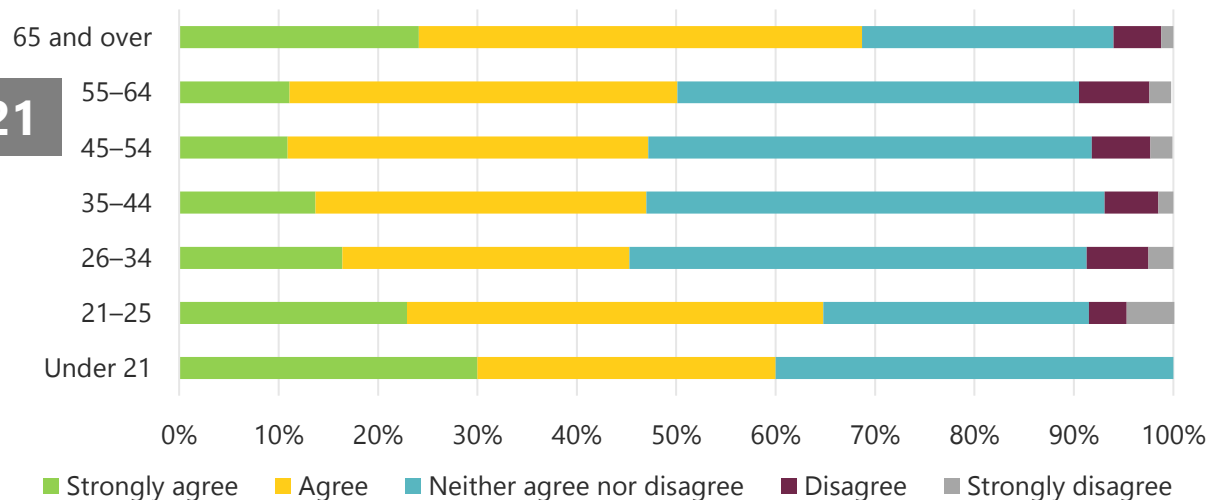
Overall there is a decrease from 2020 where overall, **60% respondents agreed** that improvements **were** being made to improve age related equality and diversity.

When broken down across the age groups the graphs show that 'under 21s' and '65 and over' have the highest level of confidence, which is similar to 2020.

2020



2021





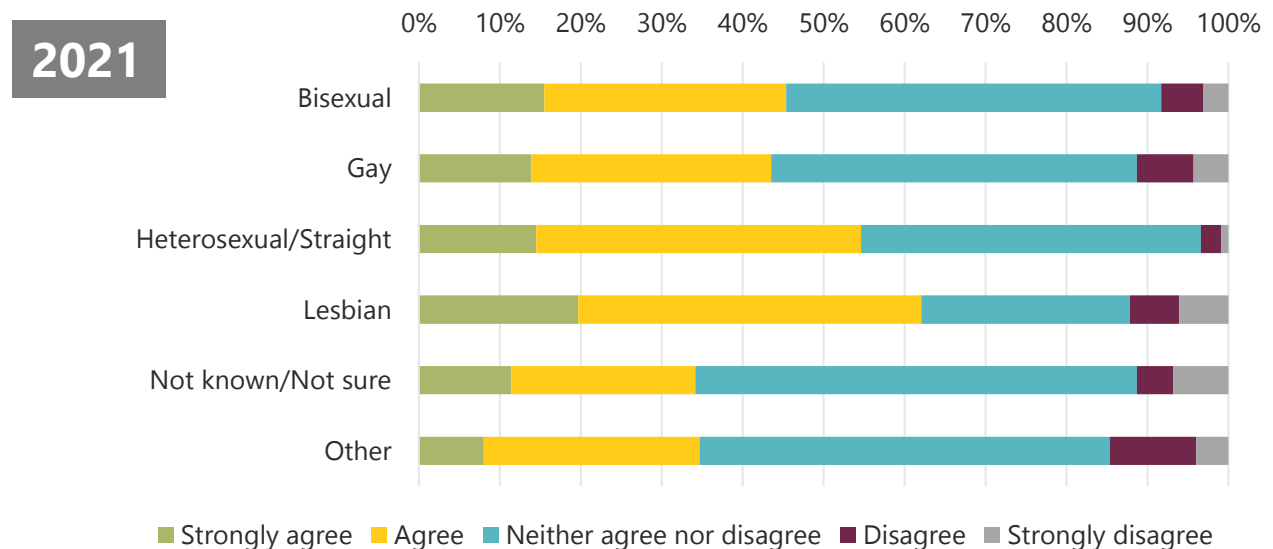
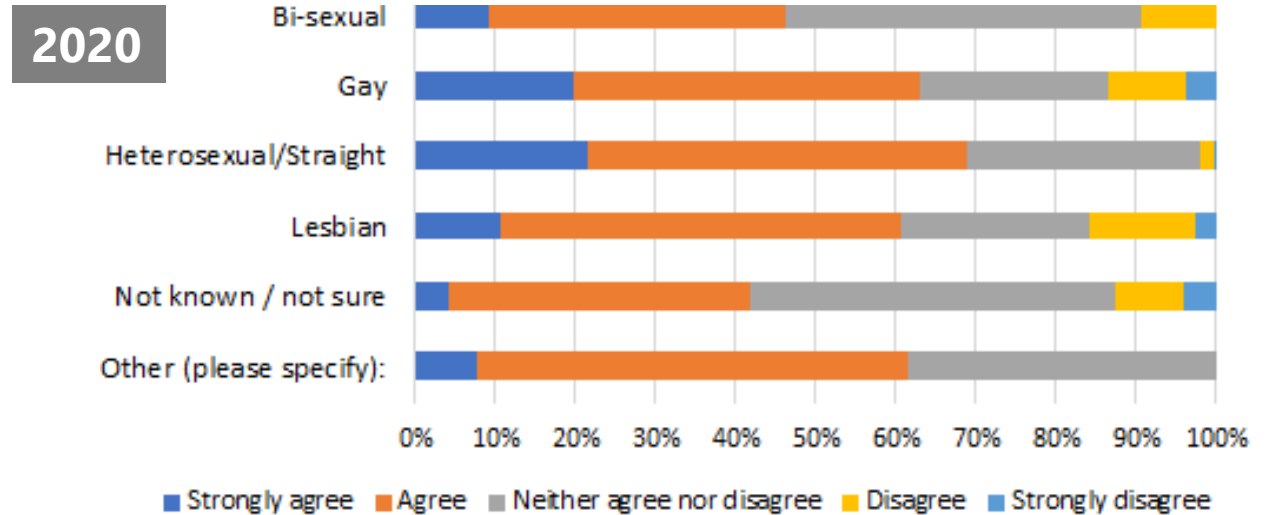
Senior Leadership – Improvements regarding LGBT

Overall, 53% respondents agreed that improvements have been made to LGBT equality and diversity, whilst 43% were unsure.

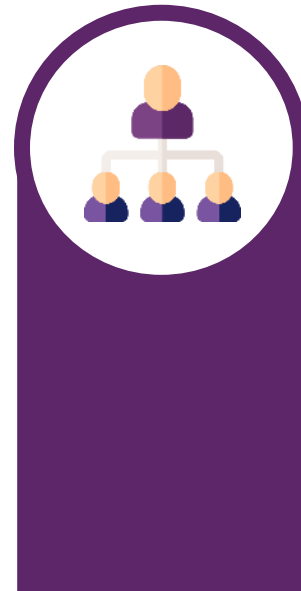
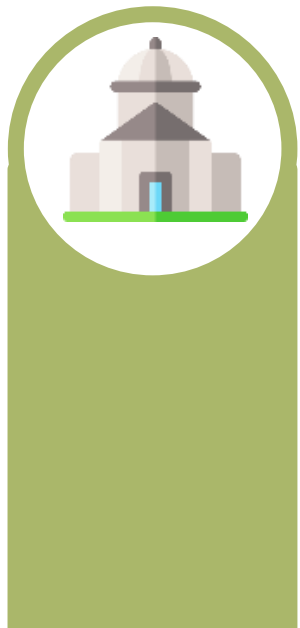
We also asked staff specifically if they consider themselves to be a transgender person.

17 respondents felt able to disclose this and of those.

The graphs show how the sexual orientation groups responded to this question last year and again for this year.



Communications and Engagement



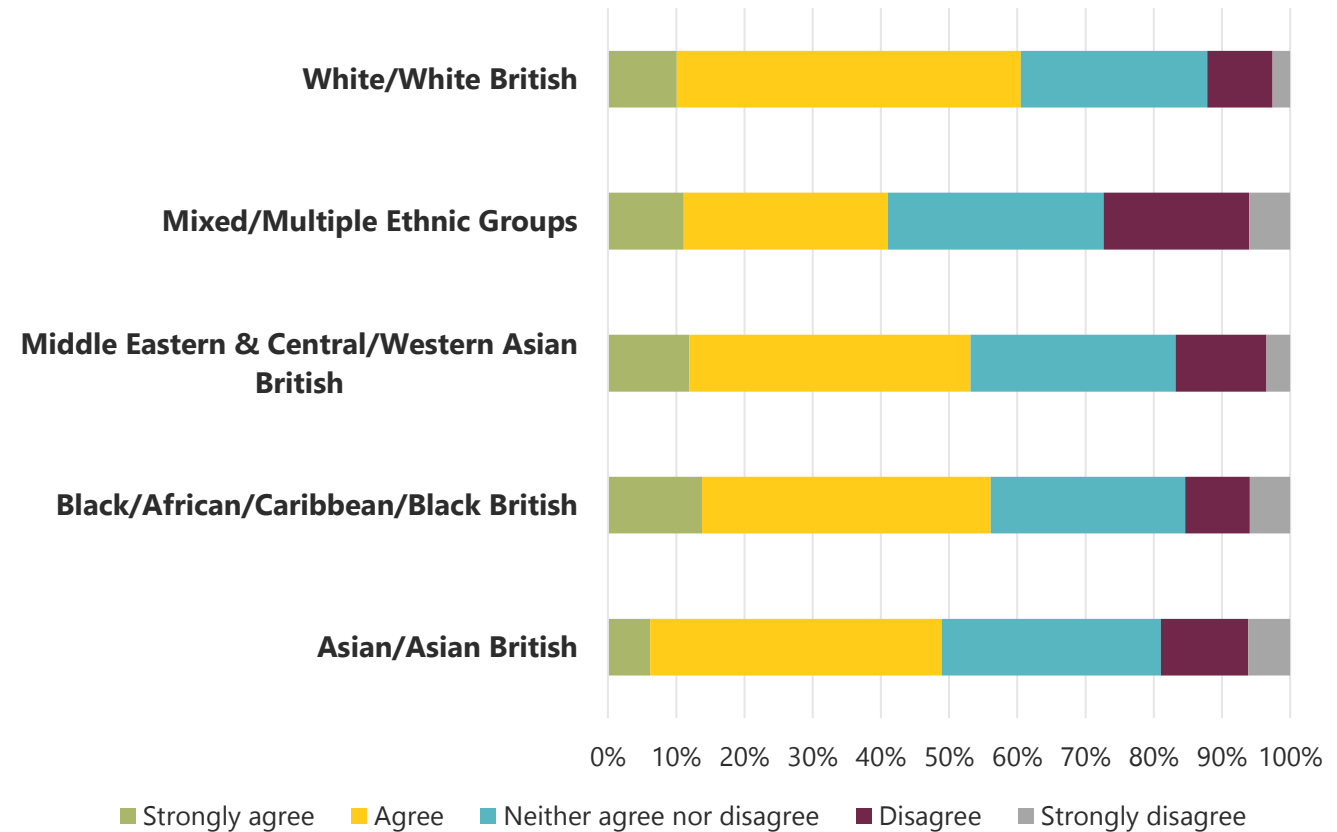


Communication and Engagement

For the first time, we asked staff if they see and hear people like them represented in the communications that they receive.

58% of respondents agreed.

I see and hear people like me represented in the communications I receive by ethnic groups



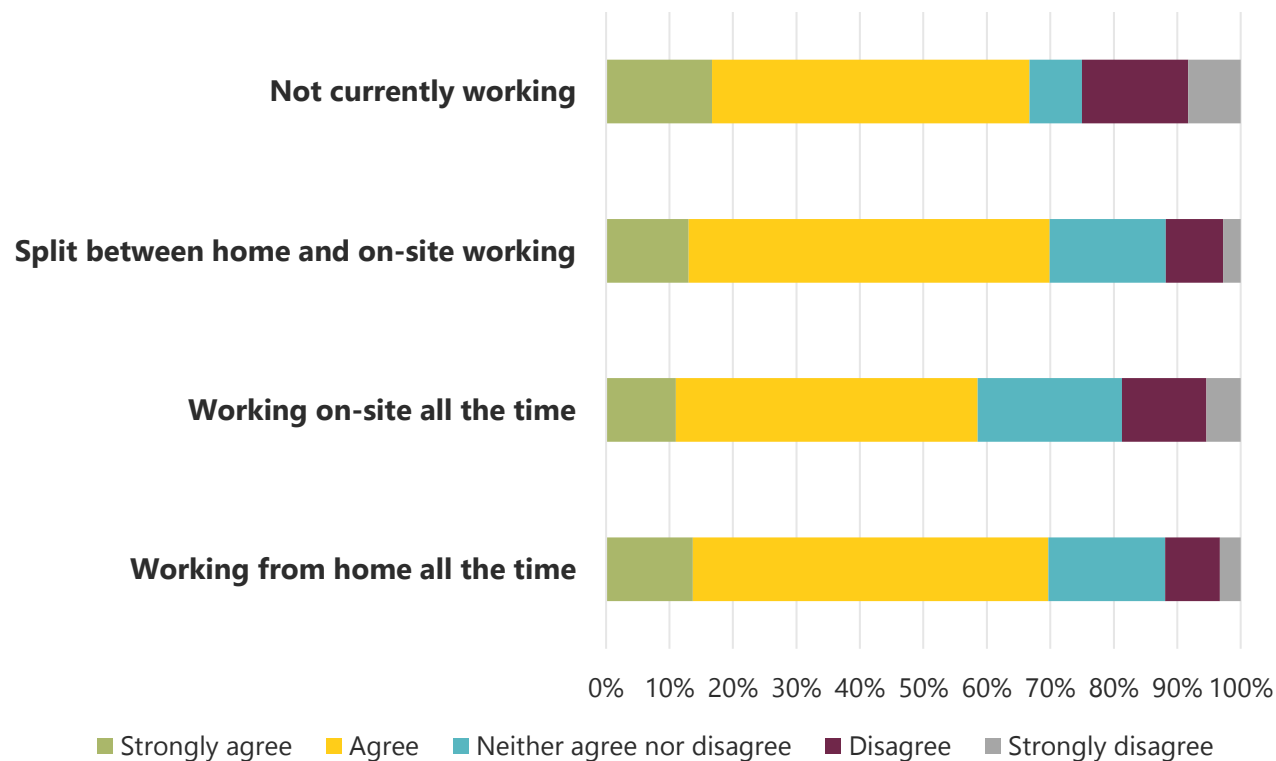


Communication and Engagement

67% respondents agreed that the organisation does a good job at communicating with them in a way that makes them feel well informed about what's happening.

The extent to which respondents agree differs when compared with how people are working. Those working 'on-site all of the time' and 'not currently working' feeling the least informed.

The organisation does a good job communicating with them in a way that makes them feel well informed about what's happening by working situations



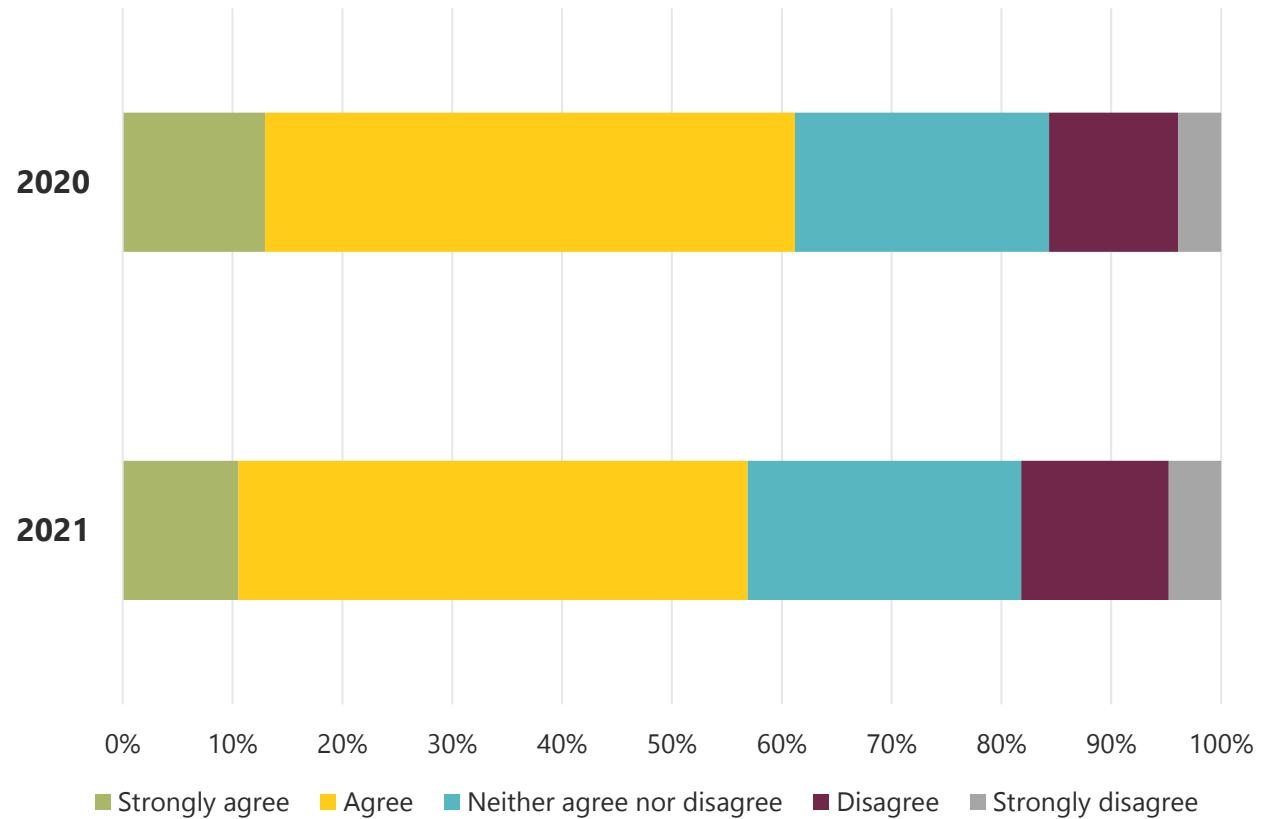


Communication and Engagement

57% of respondents agreed that there was enough opportunities for them to have their say.

Compared to 61% in 2020

I feel there are enough opportunities for me to have my say / 2020 vs 2021



Belonging and Inclusion



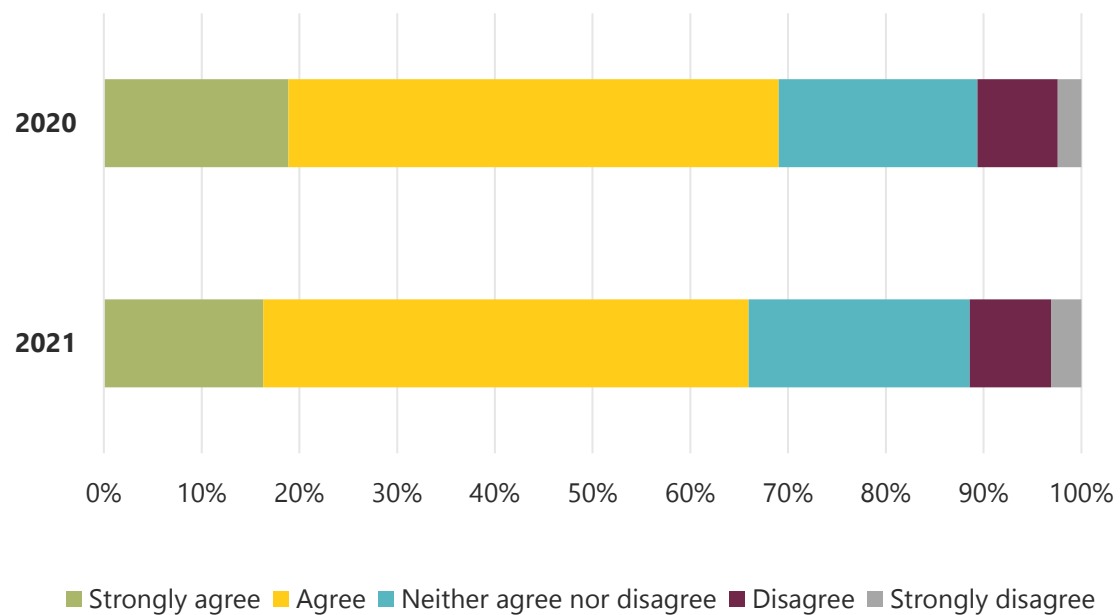


Belonging and Inclusion – A sense of belonging

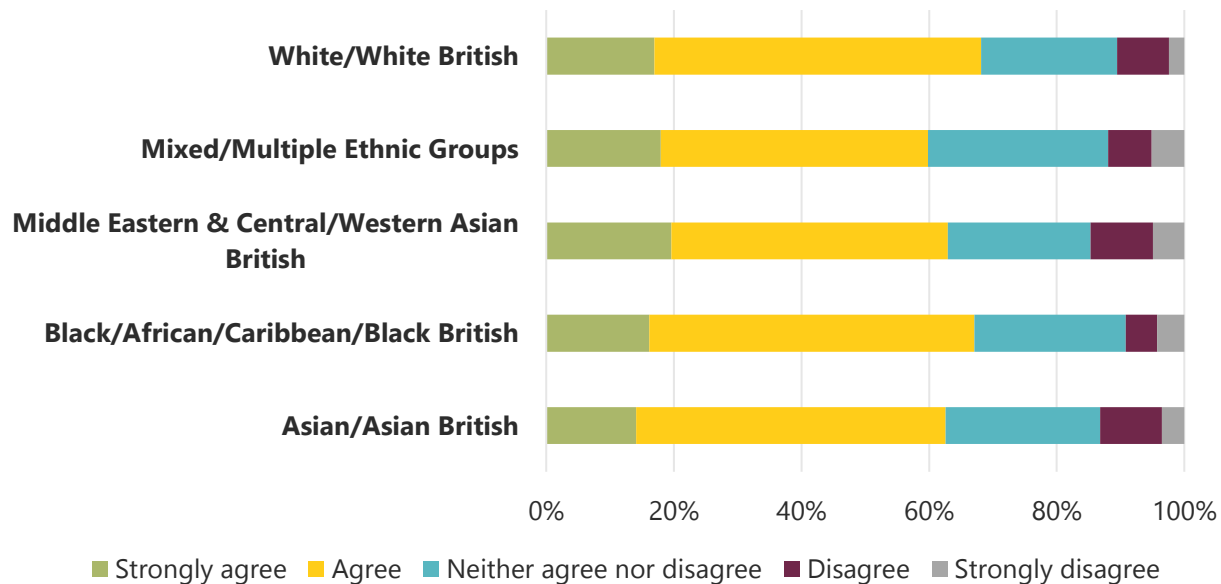
66% of respondents agreed that they felt like they belonged in the organisation.

Compared to 69% in 2020

I feel like I belong in this organisation / 2020 vs 2021



I feel like I belong in this organisation by ethnic groups



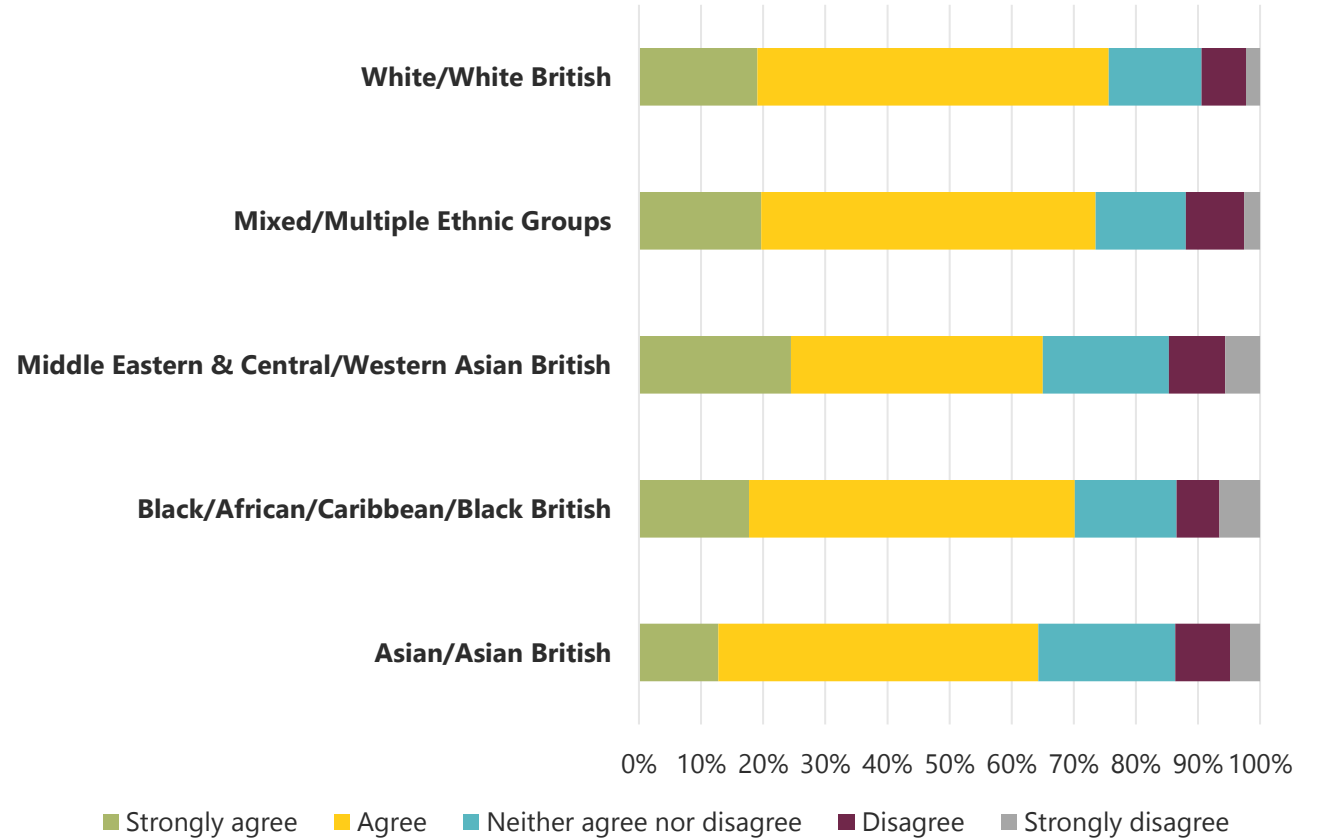


Belonging and Inclusion – Being myself

For the first time, we asked respondents if they feel that they can be themselves at work.

Overall 73% agreed, and this has been broken down to show how different ethnic groups responded.

I feel I can be myself at work by ethnic groups



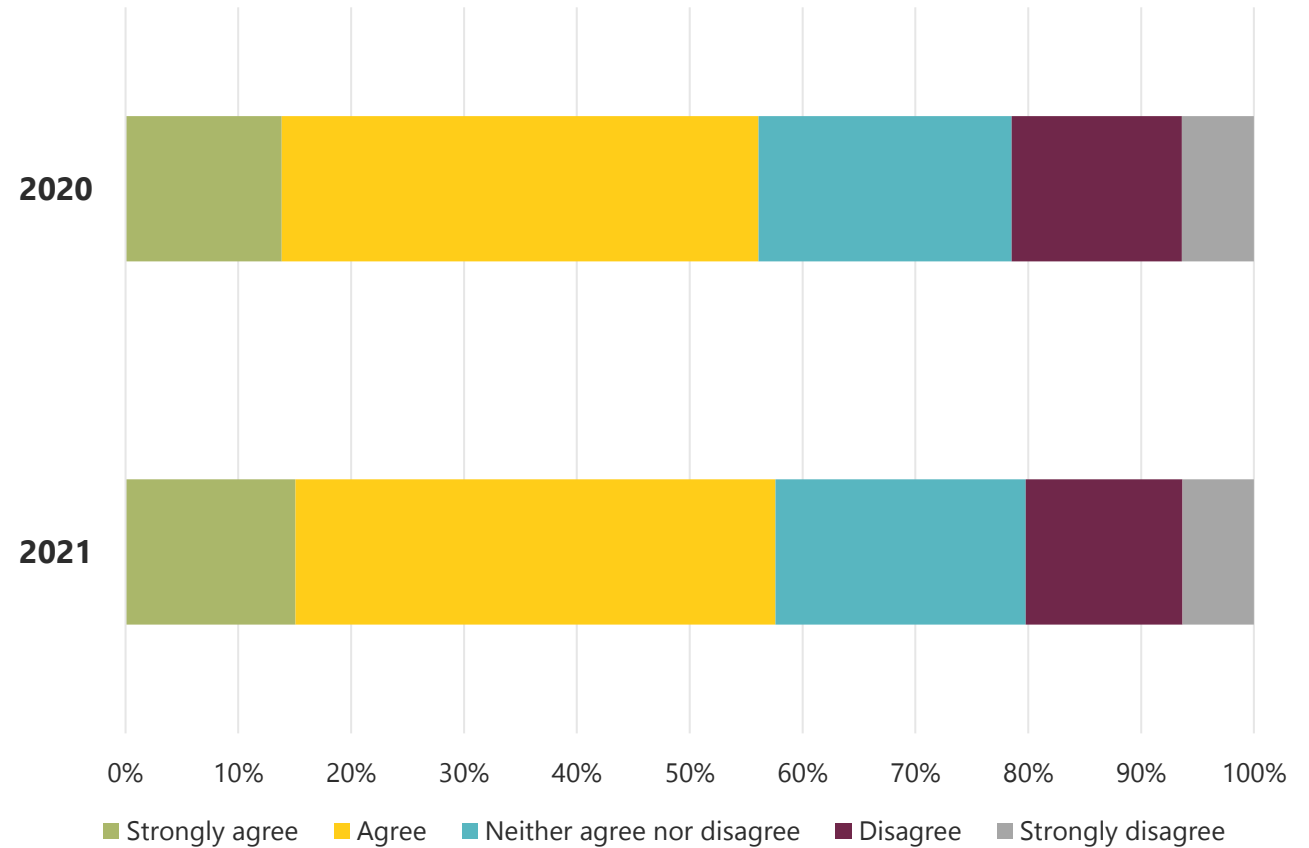


Belonging and Inclusion - Recognition

58% of respondents agreed that they receive meaningful recognition for doing good work.

This has increased from 56% in 2020.

I receive recognition for doing good work / 2020 vs 2021



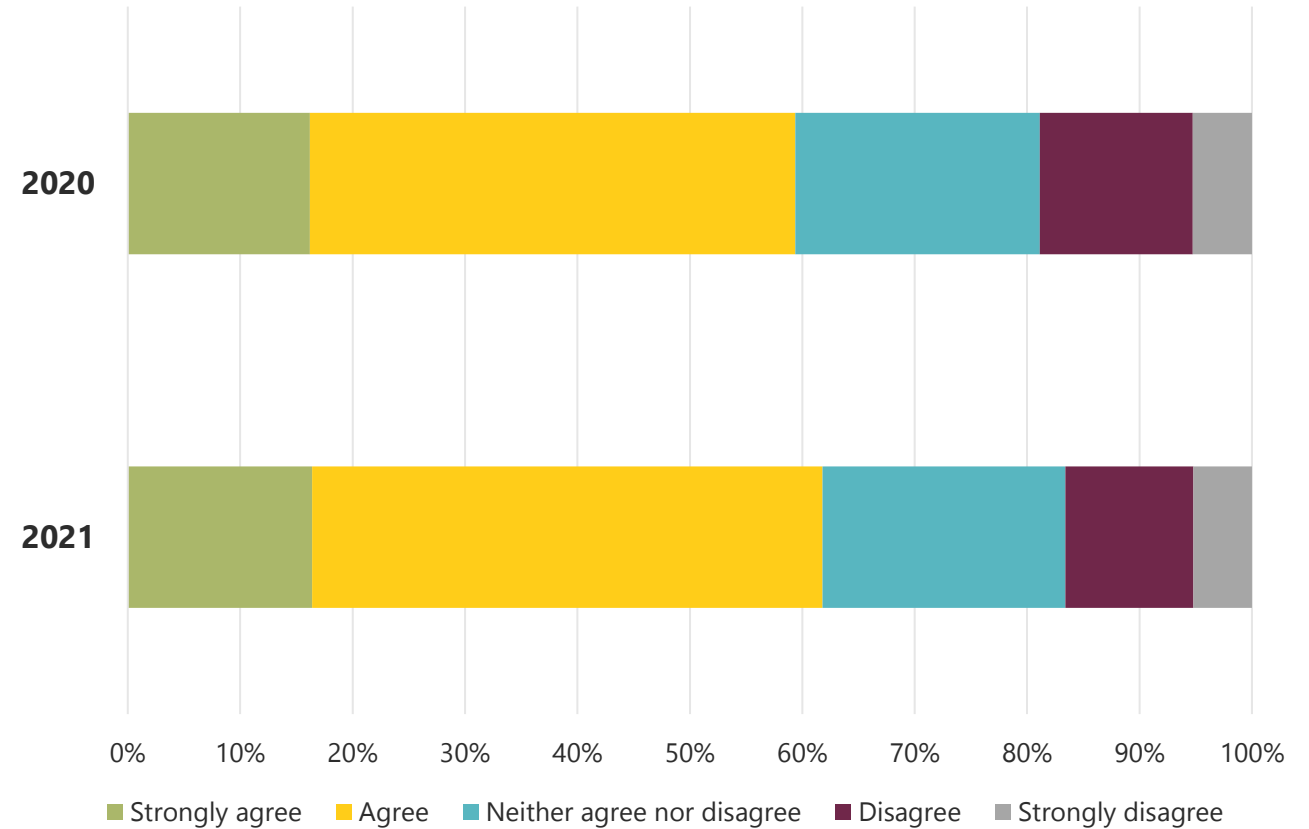


Belonging and Inclusion – Encouraged to develop

62% of respondents agreed that they are encouraged and supported to develop new skills and to learn.

This has increased from 59% in 2020.

I am encouraged and supported to develop new skills and to learn / 2020 vs 2021



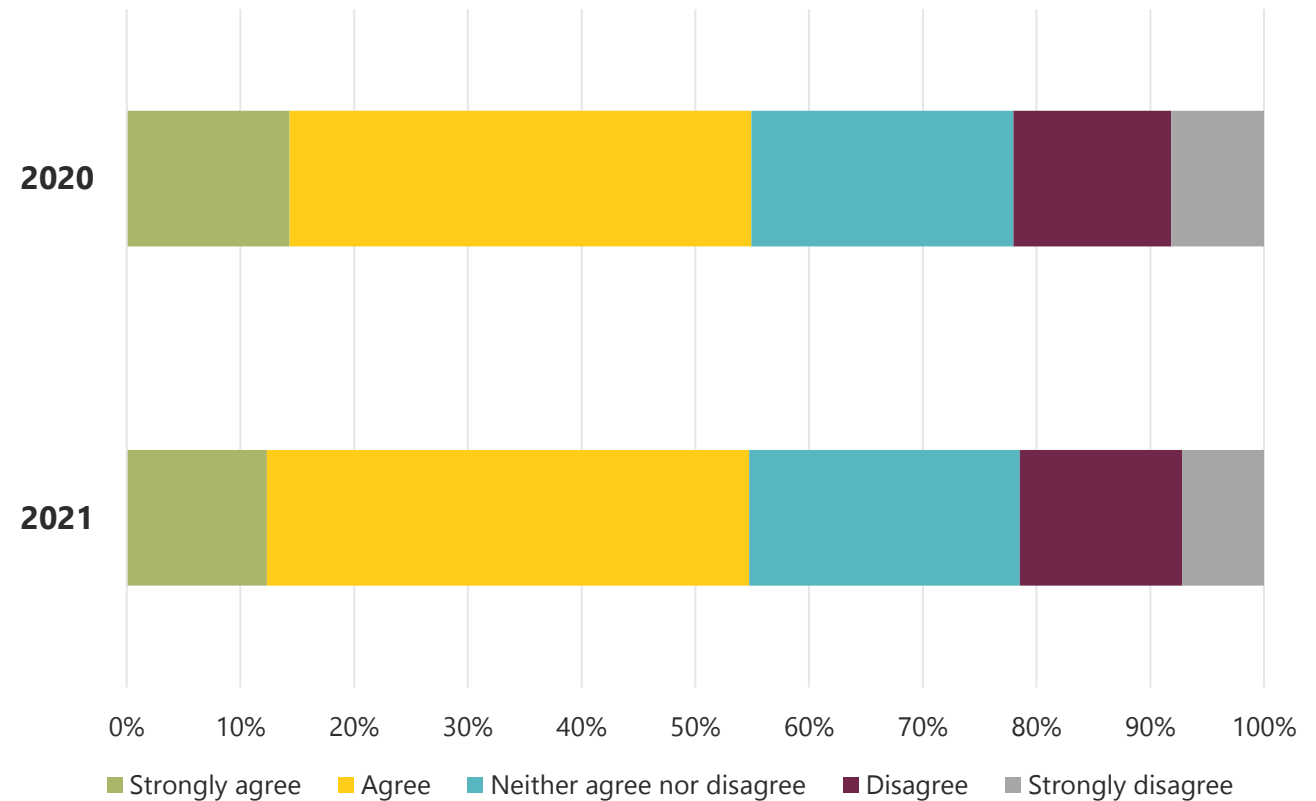


Belonging and Inclusion – Psychological safety

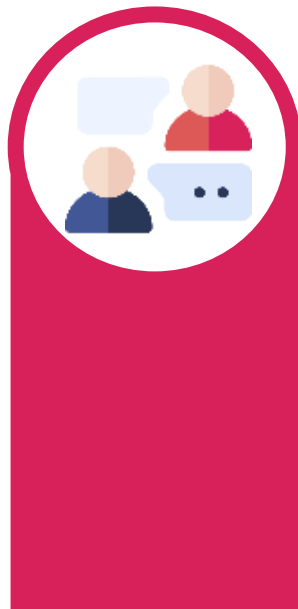
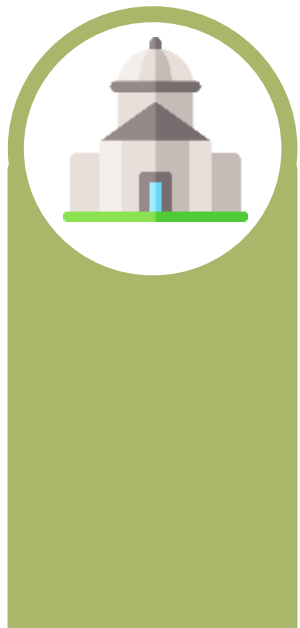
55% agreed that they could voice an opinion without fear of negative consequences.

The same proportion who agreed in the 2020 survey.

I can voice an opinion without fear of negative consequences / 2020 vs 2021



My Manager





My Manager and My Team – One to ones

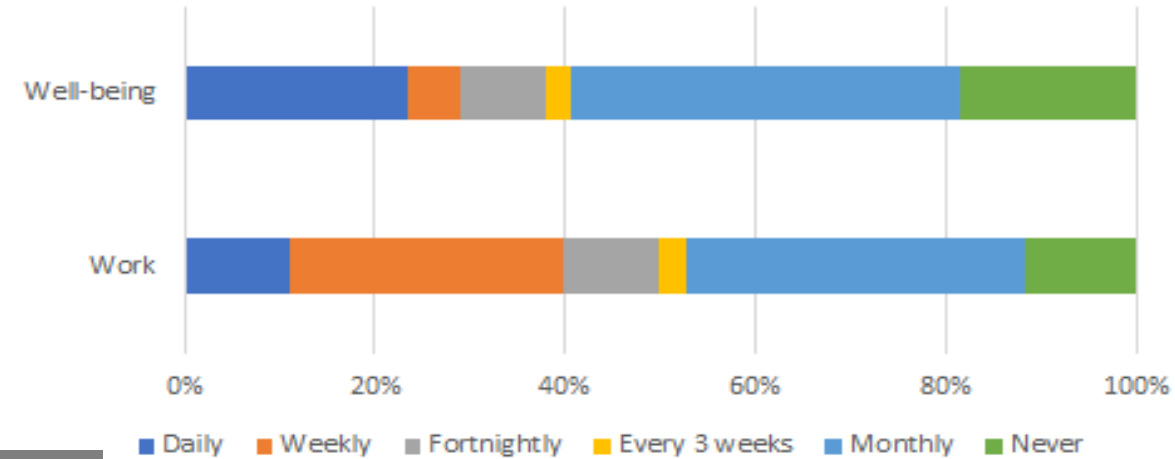
Overall, 91% of respondents meet their manager about their wellbeing and 96% meet about their work.

This has improved from 2020 when only 89% met with their manager to discuss their work and/or well-being.

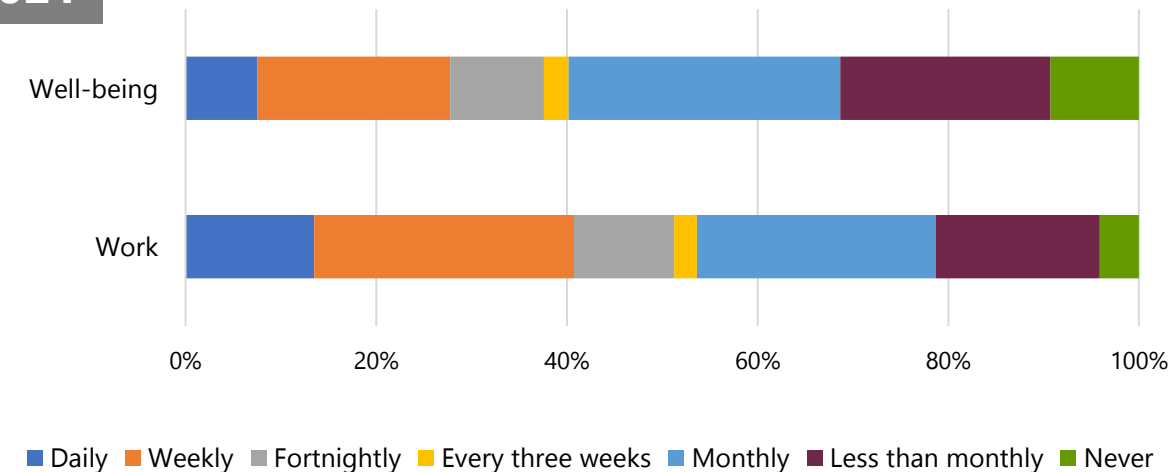
In 2021 we added 'less than monthly as an option' to capture infrequent 121s/About Yous/Supervisions.

I meet with my manager to discuss my well-being & my work

2020



2021





My Manager and My Team – Supportive Managers

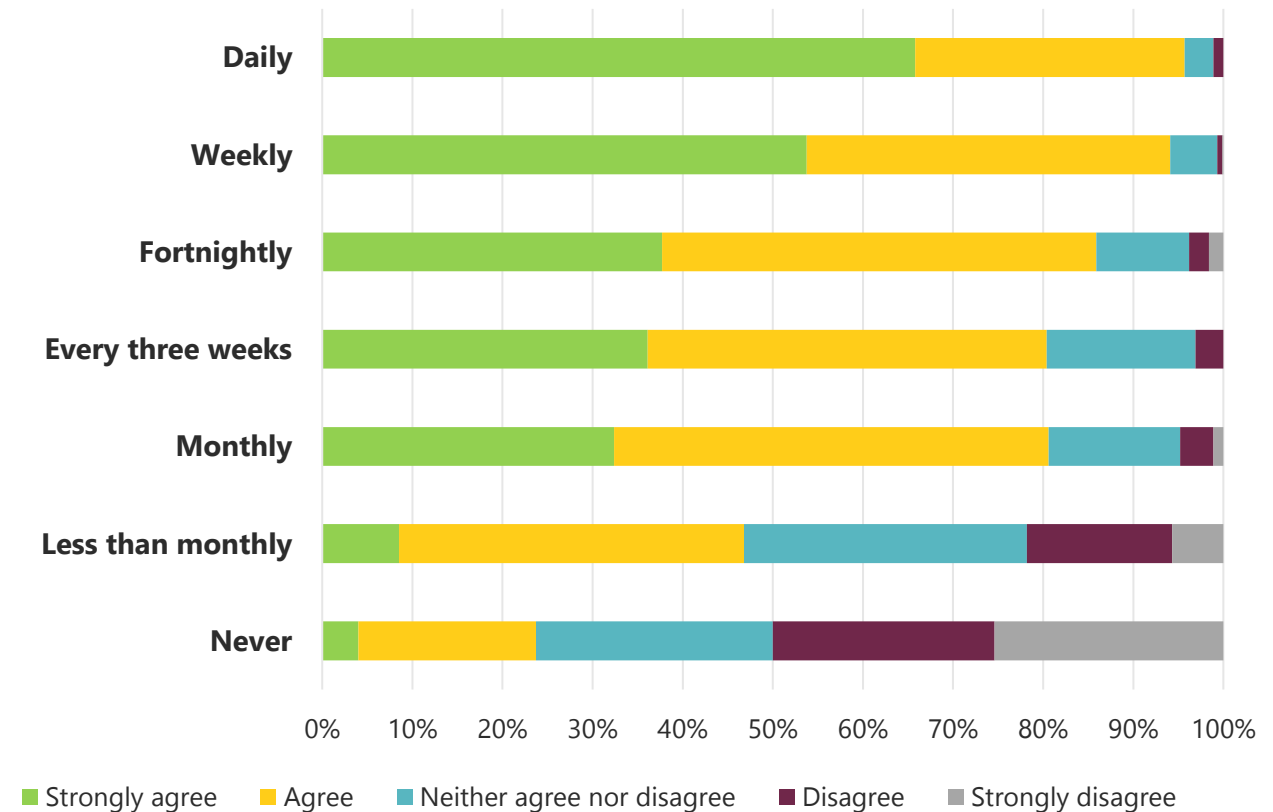
72% felt that they were getting enough support from their direct/line manager.

Compared to 74% in 2020.

There is a clear correlation between staff feeling more supported the more frequently they meet with their manager whether it is about work and/or wellbeing

There is also a significant drop in satisfaction levels when meetings with managers happen less than monthly and never.

I feel that I am getting enough support from my manager and the frequency of meeting managers to discuss well-being



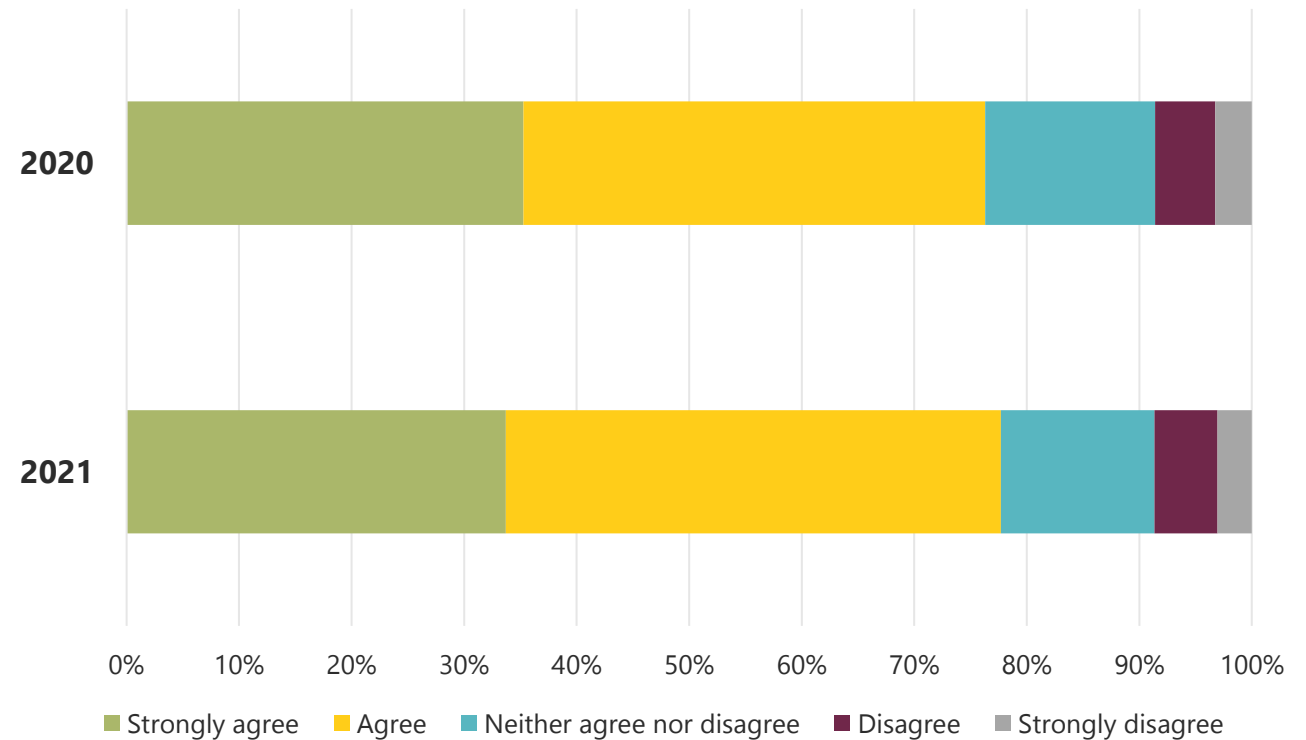


My Manager and My Team – Listening to perspectives

78% said that their manager listens to their perspectives.

This has increased from 76% in 2020.

I can voice an opinion without fear of negative consequences



My Manager and My Team – Feeling connected



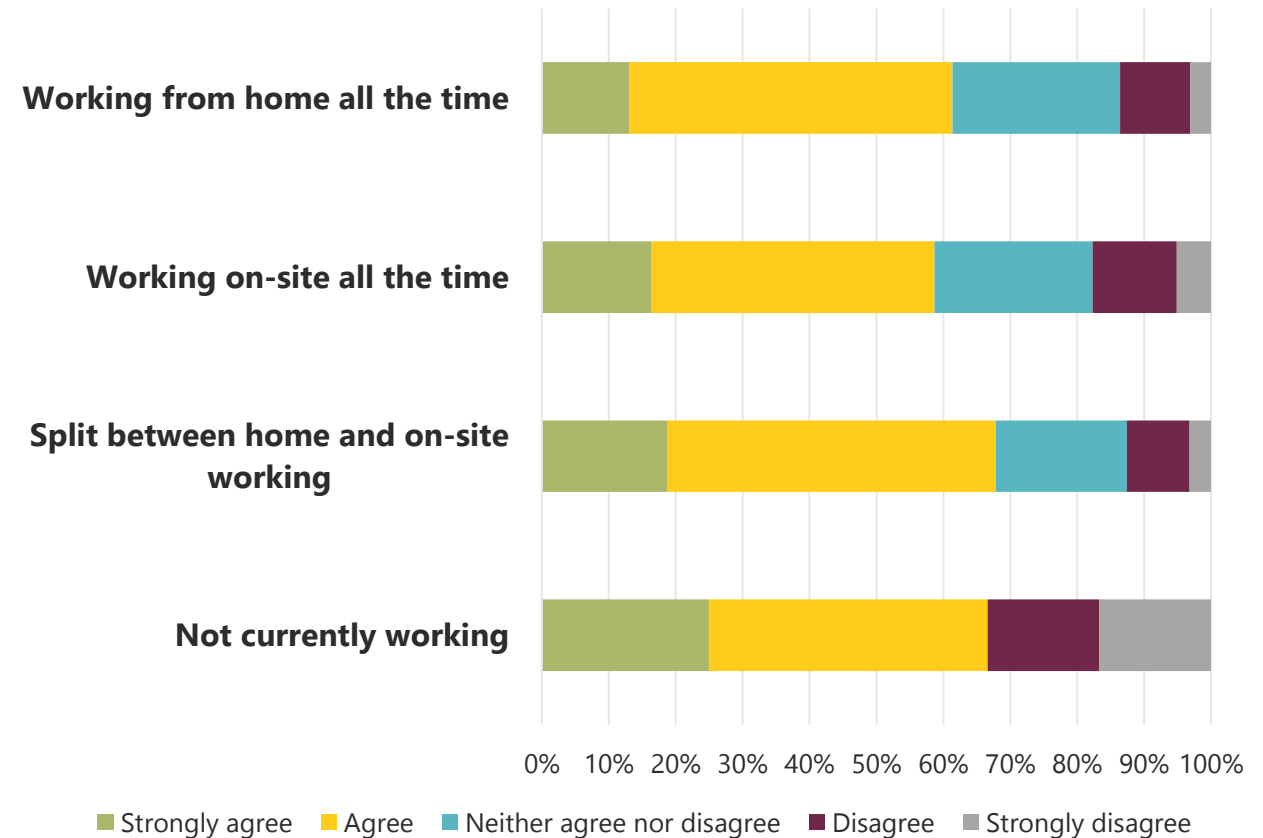
64% feel connected to what is happening at work.

Compared to 66% in 2020.

Graph notes:

- Staff working from home all of the time feel more connected than those working on-site all of the time. Staff who are hybrid working feel the most connected, overall
- The group of staff who said that they are not currently working were either positive or very negative about their connection to work.

I feel connected with what is happening at work and working situations



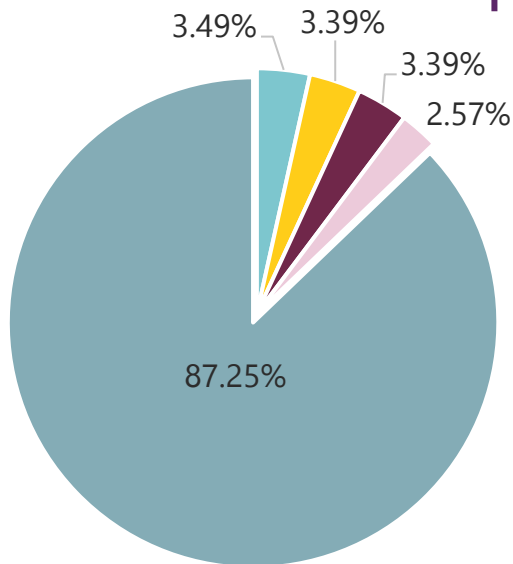
My Manager and My Team – A manager’s perspective



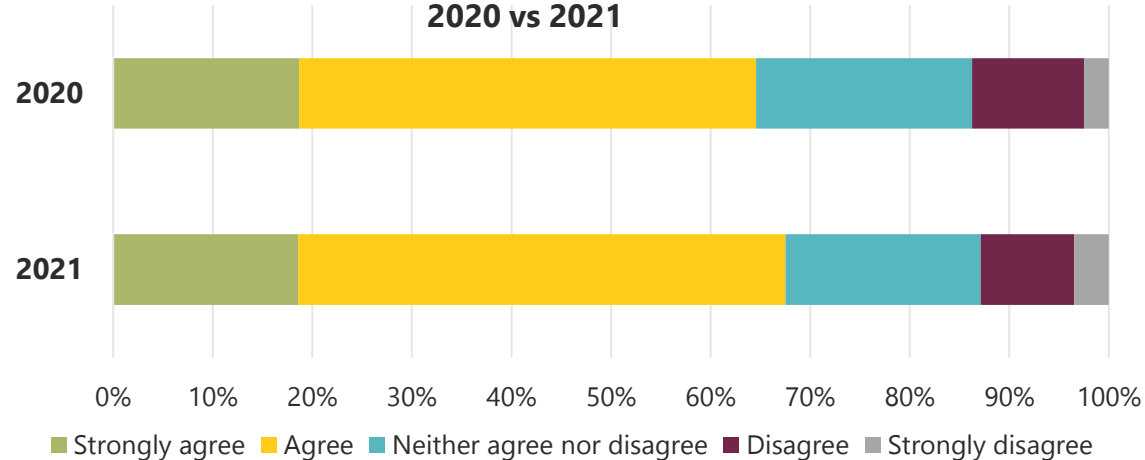
1,005 managers completed the survey, 212 more than in 2020.

Ethnic identity of managers

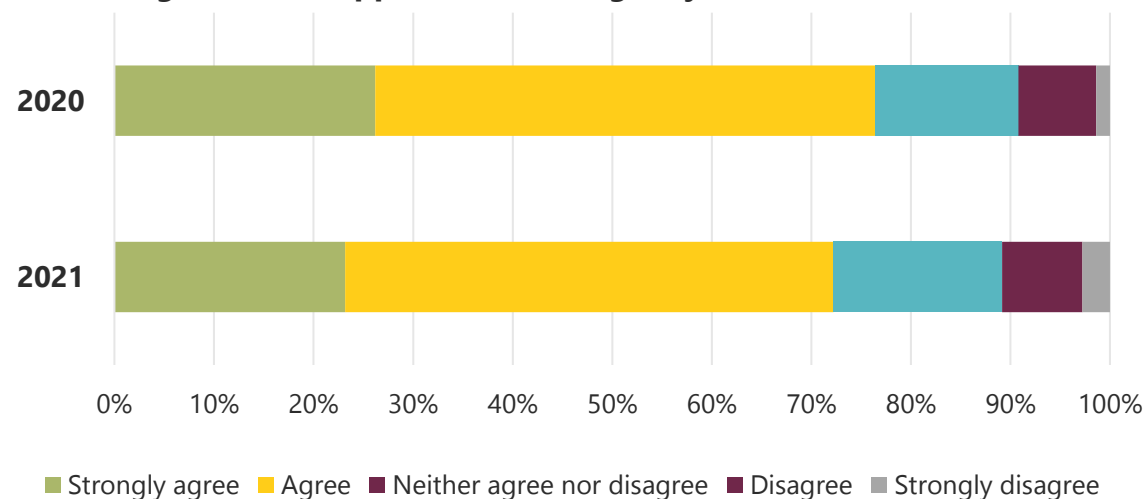
- Asian/Asian British
- Black/African/Caribbean/Black British
- Middle Eastern & Central/Western Asian British
- Mixed/Multiple Ethnic Groups
- White/White British



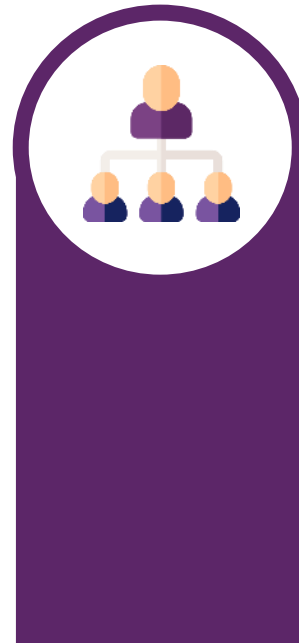
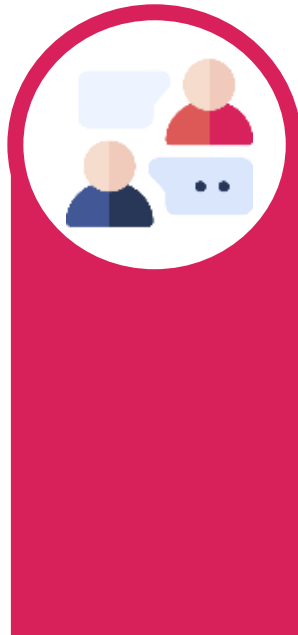
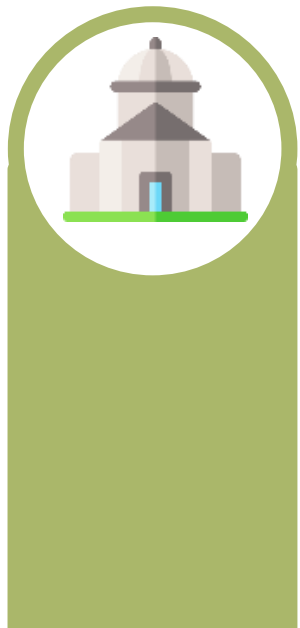
Managers’: I am encouraged and supported to develop new skills and to learn
2020 vs 2021



Managers’: I am supported to manage my team/s / 2020 vs 2021



My Health and Well-being



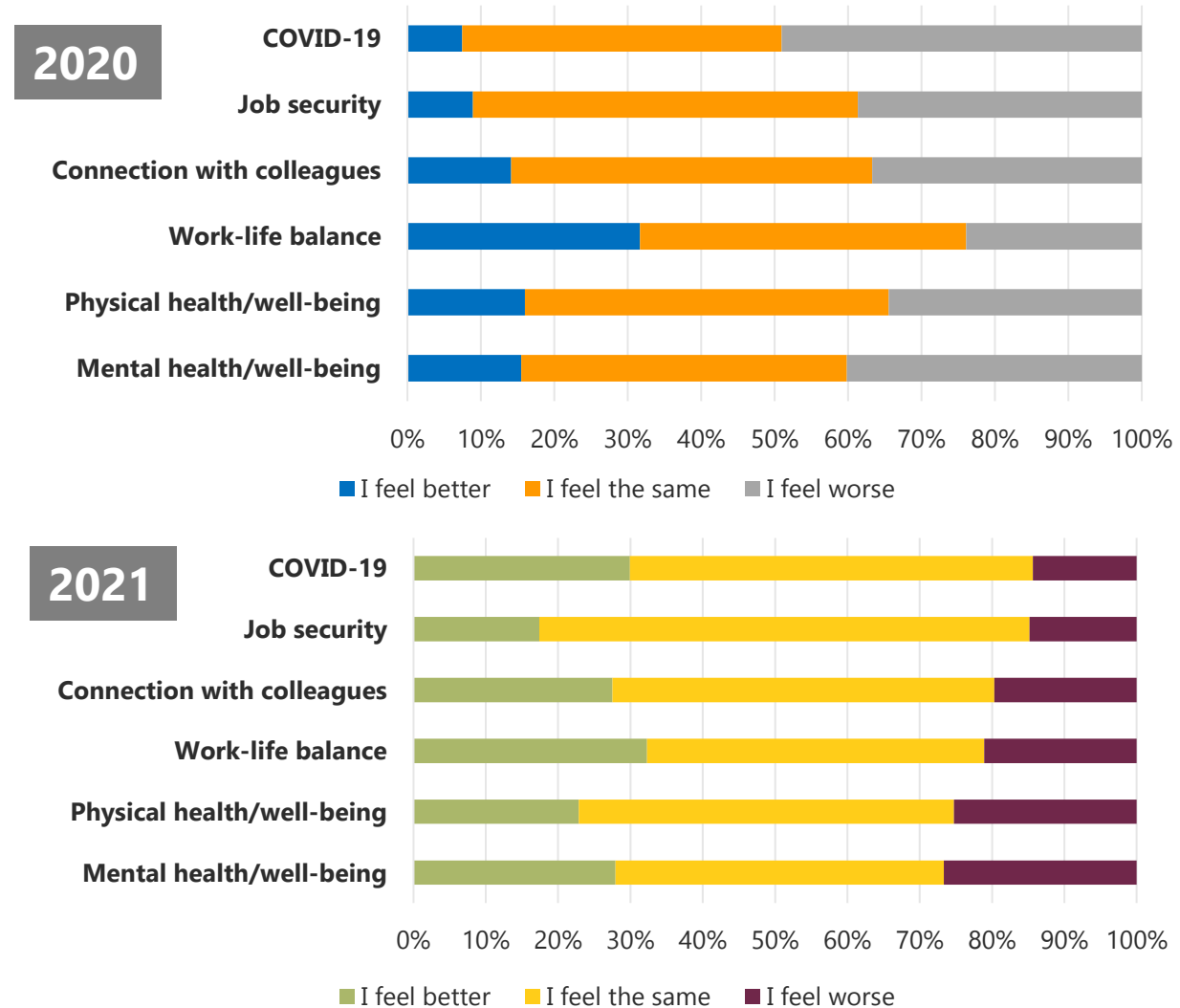


My Health and Wellbeing

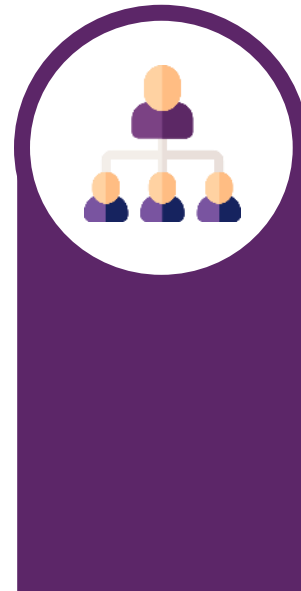
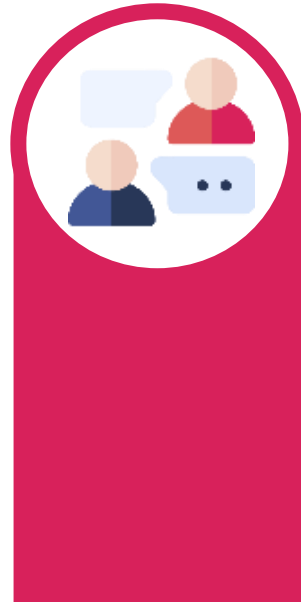
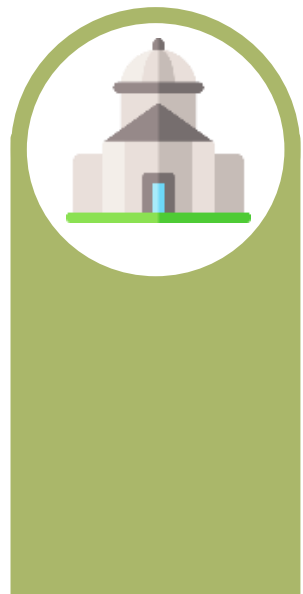
Overall, respondents are feeling better or the same when asked about factors in their health and wellbeing. However, physical and mental well-being is an area that has the highest number of staff feeling worse.

To quantify this, it is approximately 1,000 respondents and of this 631 responded 'I feel worse' about both Mental and Physical wellbeing.

Compared to last year, how do you feel this year? (year on year comparison)



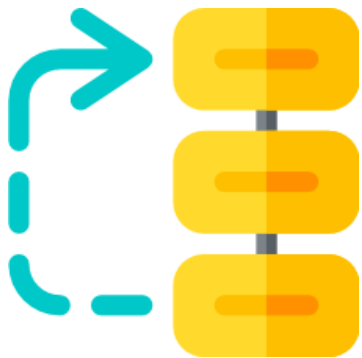
Free Text Responses



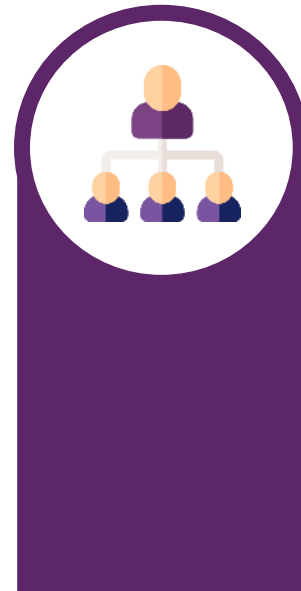
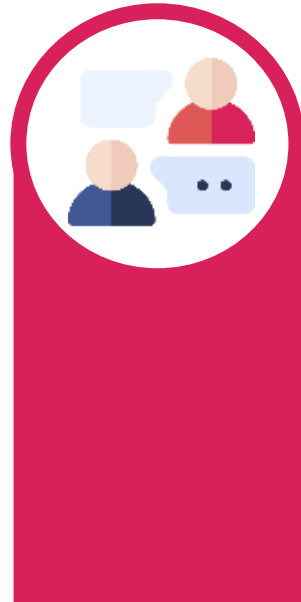
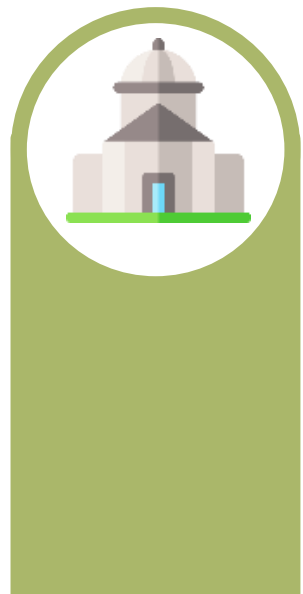
The things respondents wanted to be prioritised for the workforce next year:

The responses to this question could be grouped into 20+ categories. Here are the top 6 priorities which are similar to 2020:

1. **Ways of working**
2. **Training and development**
3. **Health and well-being**
4. **ICT including access and equipment**
5. **Service provision / collaboration across teams**
6. **Equality, diversity and inclusion**

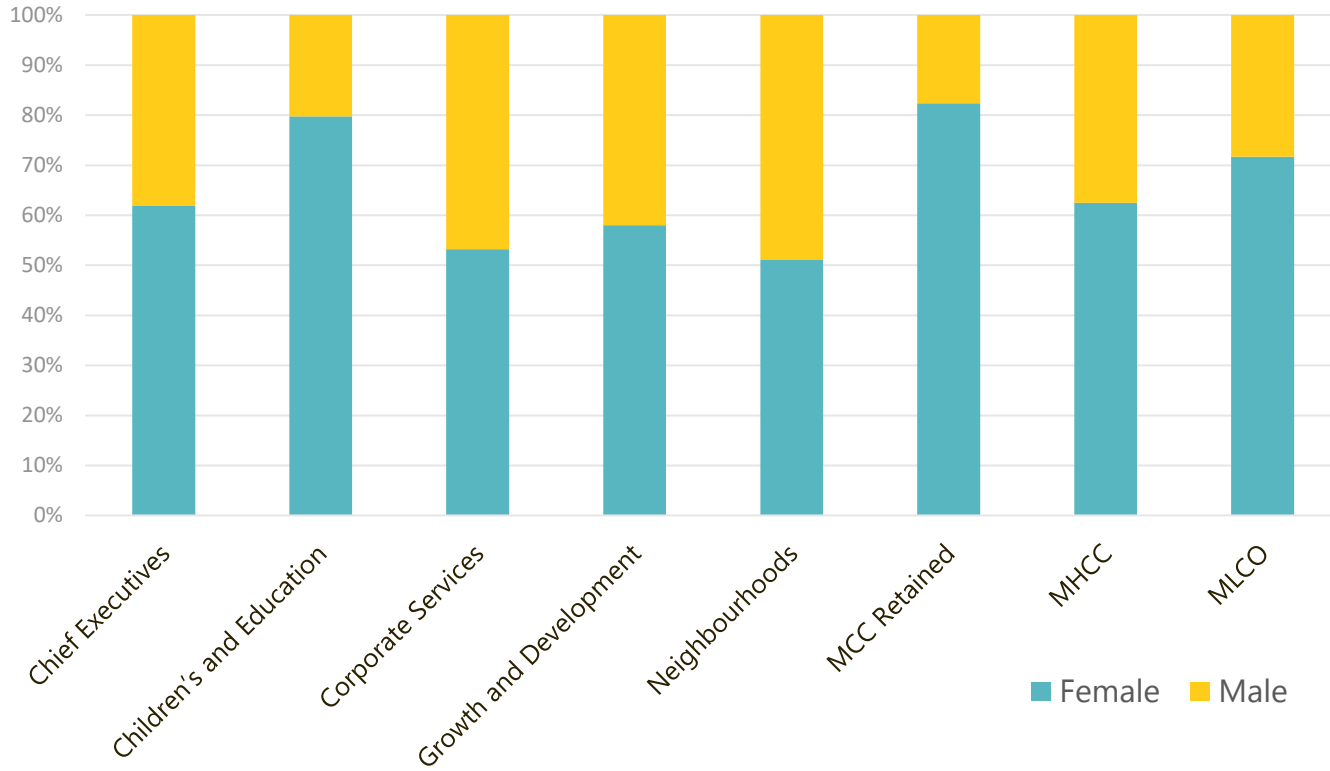


Equality Monitoring



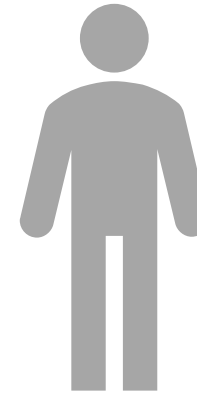
Equality monitoring: Age & gender identity

Gender by directorate

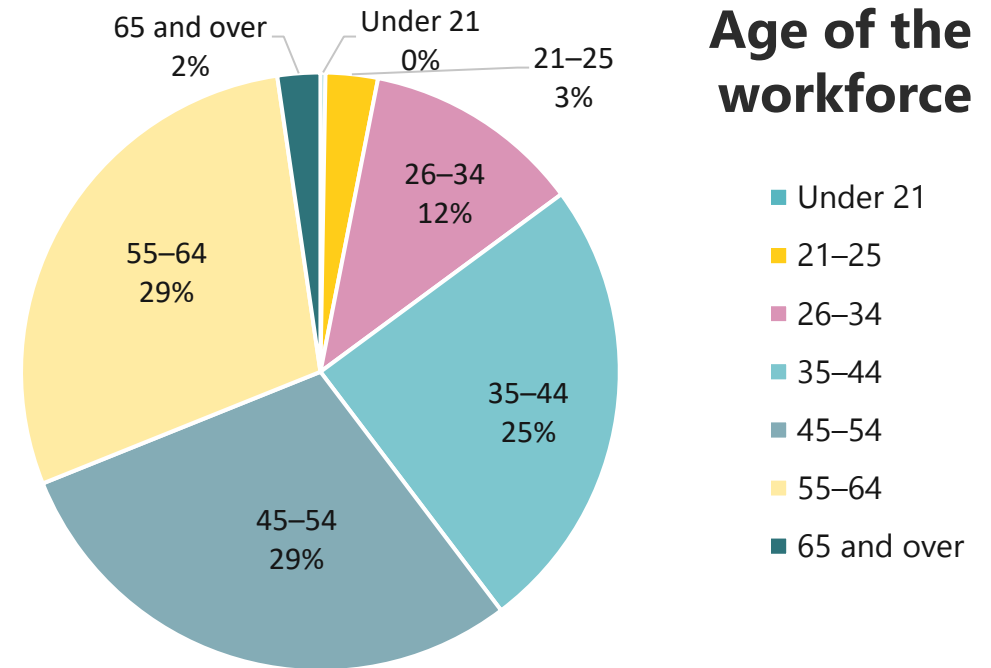


When asked how they would describe their gender; **5** respondents described their gender as **intersex** and **17** described their gender as **non-binary**.

In both this survey and the 2020 survey, the average responder profile was:

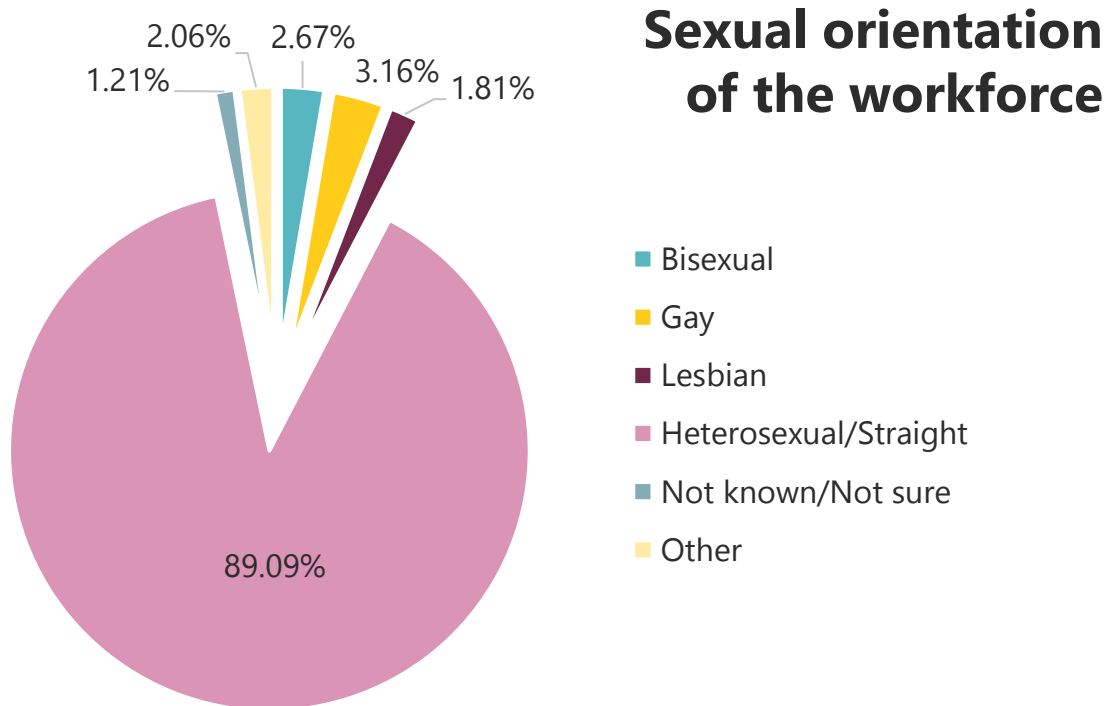


45-54 years old
Heterosexual
Female



Equality monitoring: Sexual orientation & ethnic identity

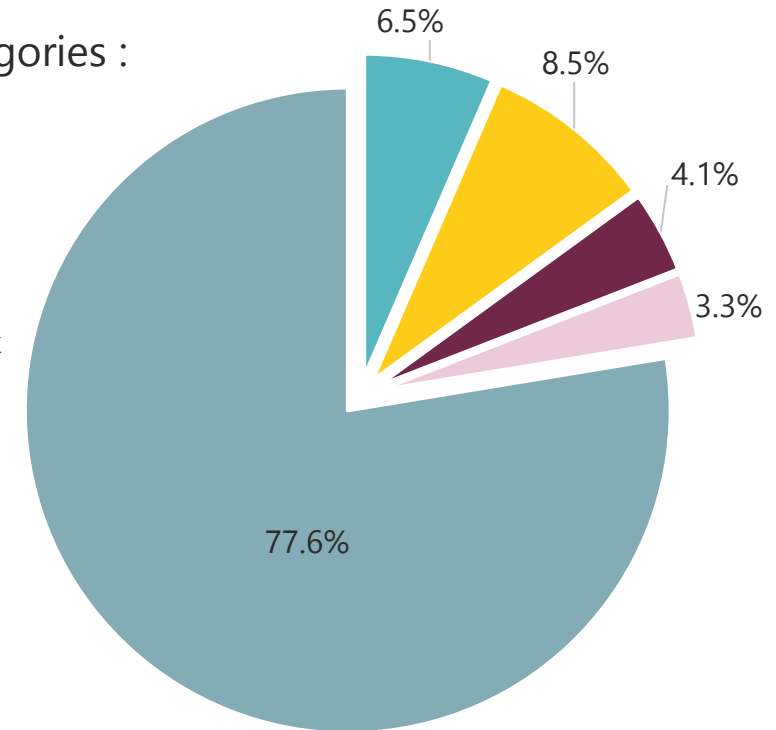
96% responded to the question that asked them to disclose how they would describe their sexual orientation:



96% respondents shared with us their ethnic identity.

This was across 6 categories :

- Asian/Asian British
- Black/African/Caribbean/Black British
- Middle Eastern and Central/Western Asian British
- Mixed/Multiple Ethnic Groups
- White/White British



Ethnic identity of the workforce

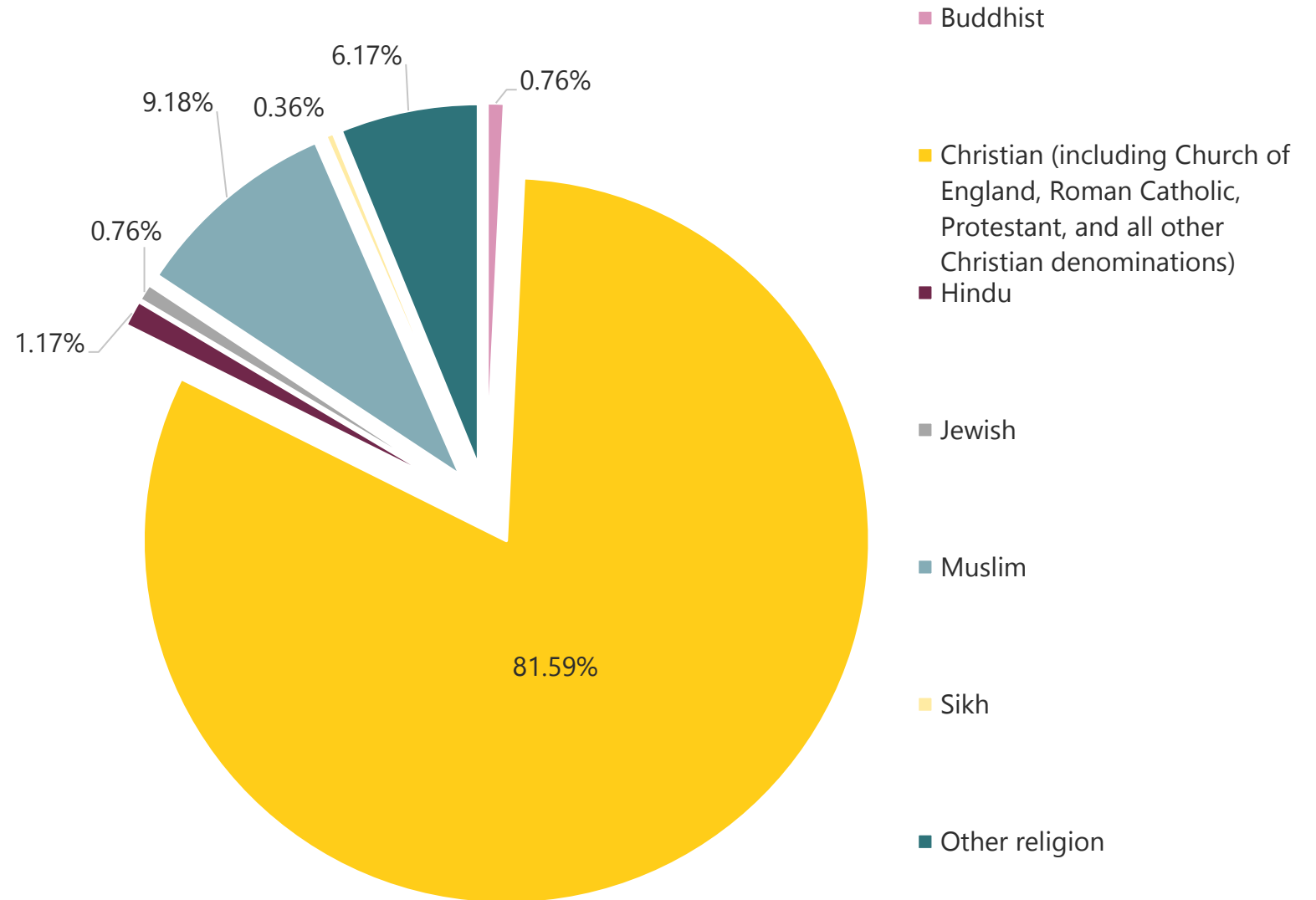
Equality monitoring: Religion/belief

50% of respondents told us that they identify with a religion or belief.

Of these responses, we asked staff to tell us which religion or belief they identify with, and these were the most popular responses:

The most popular 'other religion' (6.7%) was **Spiritualism**.

The 6.17% also included those who wished to not disclose their religion/belief.



Equality monitoring: Disability

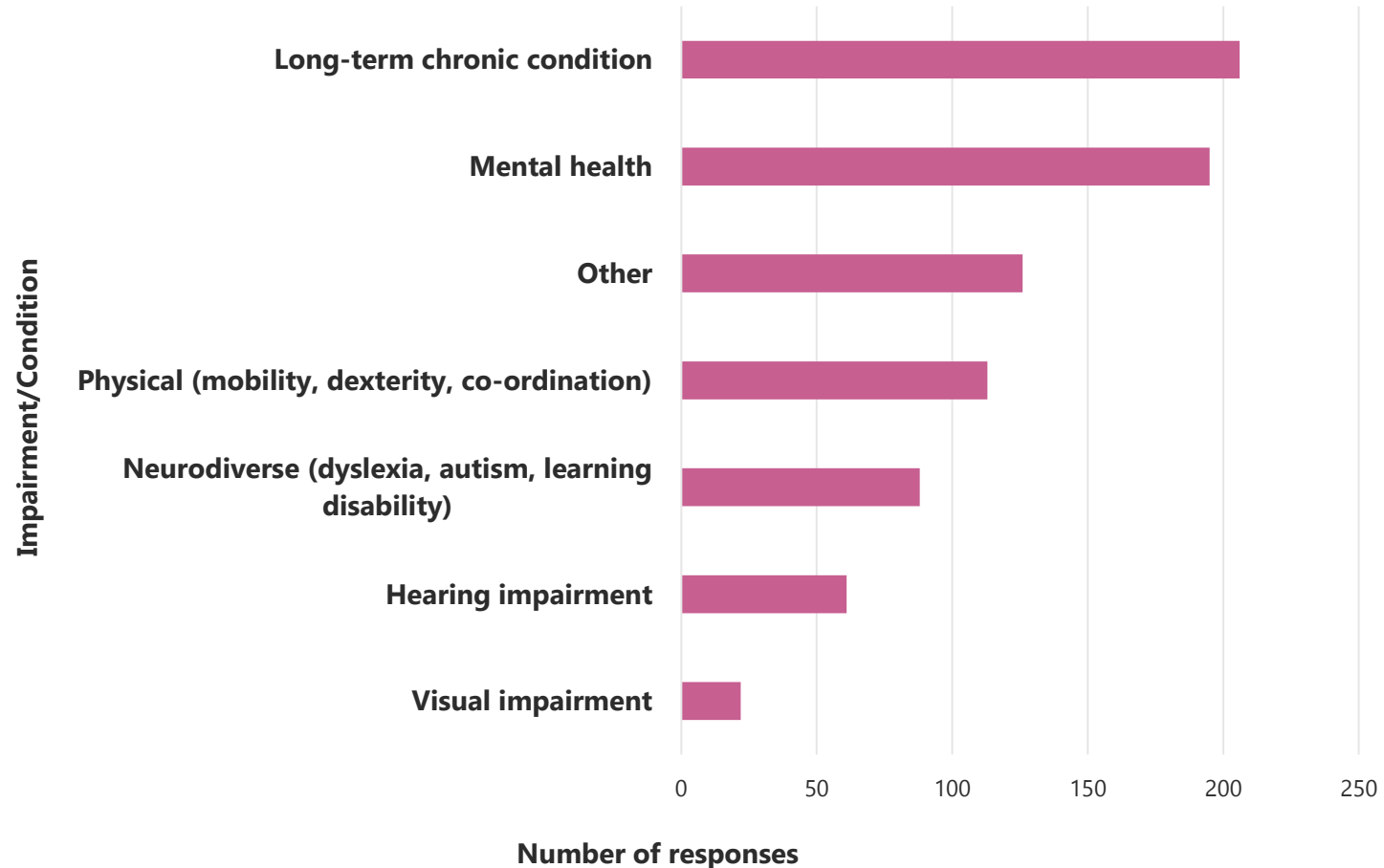
661 respondents considered themselves to be disabled (**406 in 2020**).

We asked these respondents to disclose further information about their impairments/conditions across 7 categories, and the results are shown in the graph.

The top three conditions were the same as last year: Long-term chronic condition, mental health and physical impairment/condition.

Examples of the other impairments/conditions included **diabetes, menopause and long Covid**.

Which type of impairment/condition do you have?



Next Steps

Share Pack with CEX	December 2021
Strategic Directors and HRBPs to be briefed and receive Directorate Packs	December 2021/January 2022
SMT discussion of organisation results	January 2021
Share pack with the Leader and Executive	January 2021



End of slide pack