

STAFF SURVEY - Report by Chief Executive

Summary

High Life Highland conducts a survey of its employees every two years. The purpose of this report is to outline the results of the most recent survey conducted throughout June 2019. The most recent results are presented alongside comparisons with previous comparative information from the surveys carried out in 2015 and 2017.

It is recommended Directors note the content of the report and comment on any salient points.

1. Business Plan Contribution

1.1 This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:

1. Sustain a high standard of health and safety, and environmental performance
- 2. Implement the Service Delivery Contract with THC**
- 3. Improving customer engagement and satisfaction**
- 4. Improving staff engagement and satisfaction**
- 5. Enhance the positive charity image**
6. Be a trusted and effective partner
7. Achieve sustainable growth across the organisation
8. Develop health and wellbeing across Highland communities
- 9. Develop and promote the High Life brand**

2. Background

2.1 The HLH Staff Survey was introduced by the Board to ensure that the views of staff helped inform the Charity's operation.

The first survey was first conducted in 2013 with agreement there would be subsequent biennial surveys issued. Therefore surveys have been undertaken in 2015, 2017 and 2019.

2.2 Equality and Diversity

2.2.1 In 2017 it was agreed that a voluntary section would be added to the survey that would undertake a review of equality and diversity across the charity.

2.2.2 As the 2019 survey is only the second to include an equality and diversity section the comparisons to these questions will be to the 2017 survey only. The equality and diversity section was completed by 76.4% of the overall respondents.

3 Staff Survey 2019 Headlines

3.1 The following list highlights a number of key observations emerging from the 2019 survey when compared to previous years:

- Survey completed by 424 employees – an increase of 137 on 2017
- Employees ranking HLH as ‘One of the best employers’ has doubled since 2015
- 16 out of 21 questions asked have shown an increase in satisfaction levels
- There has been a substantial increase in employees viewing HLH as a ‘successful organisation’
- Questions relating to pay and employment benefits saw a positive increase
- Job security and working hours also showed a marked increase in satisfaction and both showed a decrease in dissatisfaction
- Personal Safety at work has shown an increase in satisfaction and dissatisfaction levels decreased by almost 50%

4. Methodology

4.1 The survey was hosted using ‘Survey Gizmo’ to allow online responses to be recorded and to make analysis of the results more straightforward. Employees were able to complete the survey on any internet enabled computer, tablet or smartphone. For those who did not have online access, a paper version of the survey was available.

4.2 Responses to the survey were treated as strictly confidential and nobody from HLH or elsewhere was able to see any personal data or other identifying information.

4.3 All employees completing the survey online also had the opportunity to enter a prize draw to win a £50 Amazon voucher.

4.4 The Staff Survey 2019 questions with results are attached at **Appendix A**.

4.5 Data from the responses of 2019, 2017 and 2015 is compared in **Appendix B**.

4.6 Data from the Equality and Diversity responses of 2019 and 2017 is compared in **Appendix C**.

5. Analysis

5.1 The 2019 Survey was completed by 424 employees, 44% of the total number of established staff. The 2019 survey response rate is 4% higher than the survey undertaken in 2017.

5.2 Results show that although there has been little movement in the areas that staff ranked as the most or least important to them but there are some satisfaction levels that have witnessed substantial increases compared to much smaller increases in dissatisfaction levels.

- 5.2.1 When employees were asked to rate HLH as a company to work for (Q2) 55.2% of the respondents rated HLH as above average or one of the best as an employer, a 9.9% increase on 2017.

A further 34.9% stated that the Charity is about average as an employer, so an overall total of 90.1% rating it as average or better. Those rating the Charity as one of the best as an employer has increased by 4.5% since 2017 and 8.1% since 2015.

- 5.2.2 Working for a successful organisation has seen the greatest increase in satisfaction levels, by over 16.8% on 2017 figures and 21% on 2015. On balance, levels of dissatisfaction have also marginally increased by just over 1% on 2017 figures though still remains 6% lower than 2015.

HLH has come through a period where, despite a financially challenging backdrop; the Charity has continued to grow and develop in both size and the services being offered. HLH has built a reputation for demonstrating a 'can do' attitude; not experiencing some of the administrative, budgetary and funding challenges faced by the public sector. Staff are also demonstrating that they are seeing the Charity's progress and success.

- 5.2.3 "Pay", "Good Employment Benefits" and "Working Hours" all show significant increases of 8.6%, 9.6% and 6% respectively in satisfaction in the 2019 results.

It is surmised that the pay award (equivalent of 6.5% over the period 2018/19 and 2019/20) agreed and paid in April after a long and protracted negotiating period may have had a significant impact on staff satisfaction levels relating to pay. However, other benefits enjoyed by employees such as: access to staff discount on *highlife* membership, Holiday Flex i.e. the ability to purchase additional annual leave; good sickness pay scheme and flexible working opportunities are also important and valued by HLH staff, resulting in significantly increased satisfaction levels in all three factors.

- 5.2.4 Job Security has increased steadily over the years with 2019 results showing an increased satisfaction level of 9.7% on 2017 and almost 20% on 2015.

As with the increase in Working for a successful organisation, HLH has managed to come through a challenging period of budget cuts without having to make any voluntary redundancies and has in fact seen staff numbers double since the Charity was incorporated in 2011. The Charity's ability to change and refocus priorities successfully has provided staff with the security to know that budget cuts don't necessarily mean job cuts – and it is believed this aspect will be reflected in certain aspects of the survey.

- 5.2.5 Receiving guidance and support at work has seen the greatest increase in dissatisfaction levels, a total increase by 3.7% on 2017 figures and 2.1% on 2015. Conversely, this factor also shows levels of satisfaction have increased by 4.8% on 2017 figures and are at the same level as 2015.

There appear to be no obvious reasons for the increase in these levels of both dissatisfaction and satisfaction with this factor. What is clear is the fact that in

general the results show that staff have become more definitive in their responses rather than choosing the middle ground of neither satisfied nor dissatisfied.

- 5.2.6 With an increase in satisfaction levels in the majority of factors it is recognised that the survey highlights another small decrease of 0.7% in 2019 in the satisfaction levels of “morale in your workplace”.

Despite the fact staff feel personally secure in their jobs and are largely satisfied with pay and benefits they have seen an increase in responsibilities or are experiencing additional pressures from managers who have less time to develop cohesive teams or strong working relationships with their staff. This is a matter that will be picked up when the staff survey results are fed back to the Senior Management Team.

- 5.2.7 Career development has also seen a decrease in satisfaction levels of 2.9% on 2017 though is still 4.4% higher than 2015.

HLH has a particularly stable staff turnover, particularly within middle and senior management. As a result career development opportunities to move upwards through the Charity are demonstrably limited. The low staff turnover is perhaps exacerbated by the fact that the specialised nature of the work carried out by HLH means that career opportunities (even outside the charity) are also limited. It is understood anecdotally that many HLH staff live in the Highlands as a conscious lifestyle choice and in doing so are therefore potentially limiting career enhancing opportunities.

Nonetheless HLH is committed to continuing to developing its staff and where possible to offer career development to existing staff. It is by adopting this position that a number of staff have had the opportunity to take up temporary secondments at higher/senior posts and been given the opportunities to develop their skills through internal and external training schemes.

- 5.2.8 Interesting Work, although slightly down on 2017 levels scored the highest level of satisfaction at 81.1%. The same factor scored highest 83.2% in 2017.

- 5.2.9 Sufficient Resources (e.g. finance, equipment, staff) to do your job, scored the highest levels of dissatisfaction at 35.4%.The same factor scored highest in 2017 with 34.1%.

- 5.2.10 Staff were asked to rank the six most important factors to their job (Q4). The top six results have remained constant since the last survey however the placement has changed in some. The results were as follows:

	2019	2017
Enjoyment in the work I do	1	1
Pay	2	3
Interesting work	3	2
Job Security	4	5
Feeling you have accomplished something worthwhile at work	5	4
Supportive colleagues	6	6

6. Conclusion

6.1 The 2019 Survey has shown an increase in satisfaction levels in 16 out of 20 questions asked.

The survey also demonstrates that 90% of the respondents rate HLH as an employer as average or better.

6.2 Based on the responses, the survey also shows a small increase in dissatisfaction in some of the factors. Whilst not overlooking the very positive aspects of the survey, the areas where dissatisfaction has increased will be reviewed when the results are presented to the Senior Management Team. These include:

- Receiving feedback on performance
- Supportive colleagues
- Receiving praise for good work
- Morale in the workplace
- Working as part of a team
- Receiving guidance and support

When the SMT review the results – they will also look to consider ways in which improvements in these areas can be addressed across all services.

Based on the above – it is likely this will include:

- Review of the appraisal system – with input from staff
- Considering ways in which management communications can be improved
- Continue to develop the work of the Staff Health and Wellbeing Group and use the forum to listen and identify ways in which staff may seek to be supported

6.3 The HLH Finance and Audit Committee scrutinised the results at their 5 August 2019 and after consideration at the August HLH Board meeting the results will then be presented to the next HLH Quarterly Management Team meeting and thereafter circulated openly to all staff as well as being discussed at service area team meetings.

7. Implications

7.1 Resource Implications – there may be future resource implications relating to further training of employees.

7.2 Legal Implications - there are no legal implications resulting from this report.

7.3 Equalities Implications – there are no equalities implications arising from the recommendations of this report.

7.4 Risk Implications – there are no new risks arising from the recommendations of this report.

Recommendation

It is recommended Directors note the content of the report and comment on any salient points.

Designation: Chief Executive

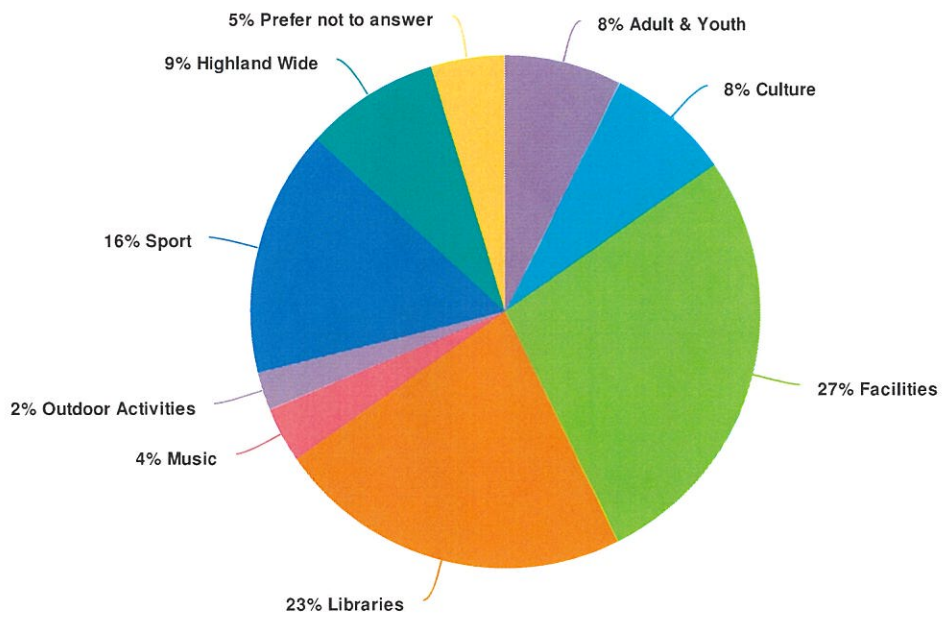
Date: 12 August 2019

HLH Staff Survey 2019

Response Counts

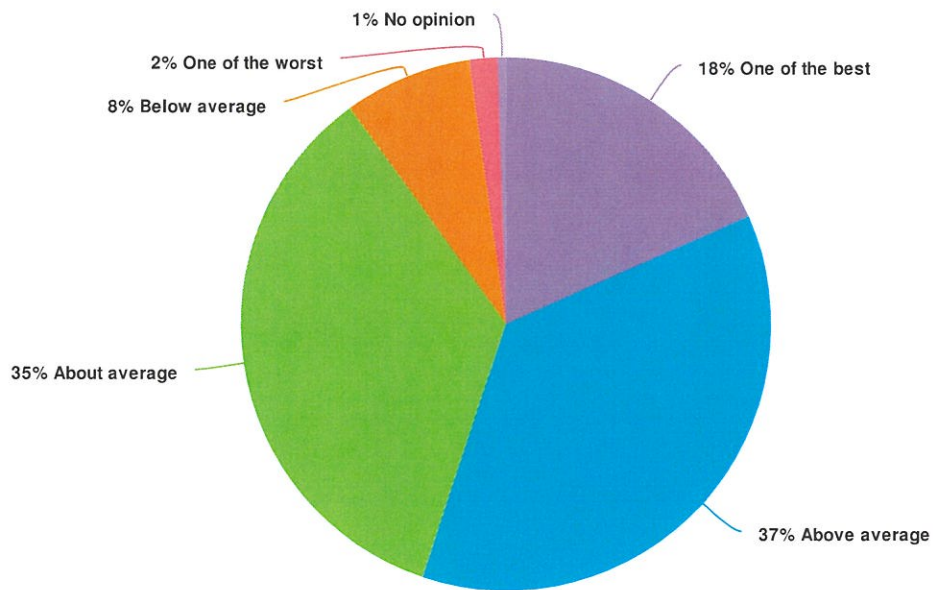


1. Which area of the business do you work in?



Value	Percent	Responses
Adult & Youth	7.5%	32
Culture	7.8%	33
Facilities	27.4%	116
Libraries	22.6%	96
Music	3.5%	15
Outdoor Activities	2.4%	10
Sport	15.6%	66
Highland Wide	8.5%	36
Prefer not to answer	4.7%	20
Totals:		424

2. As an organisation to work for, I rate High Life Highland as (Tick One Option Only):



Value	Percent	Responses
One of the best	18.4%	78
Above average	36.8%	156
About average	34.9%	148
Below average	7.8%	33
One of the worst	1.7%	7
No opinion	0.5%	2
		Totals: 424

3. Below is a list of things that your job may offer. First, how satisfied or dissatisfied are you with each of these factors in your job?

	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer	Responses
Interesting work Count Row %	168 39.6%	176 41.5%	58 13.7%	13 3.1%	9 2.1%	0 0.0%	0 0.0%	424
Pay Count Row %	72 17.0%	180 42.5%	72 17.0%	72 17.0%	27 6.4%	0 0.0%	1 0.2%	424
Good employment benefits (e.g. leave, pensions, wider wallet) Count Row %	100 23.6%	183 43.2%	86 20.3%	22 5.2%	20 4.7%	13 3.1%	0 0.0%	424
Working environment (e.g. health & safety, security) Count Row %	119 28.1%	177 41.7%	77 18.2%	36 8.5%	13 3.1%	2 0.5%	0 0.0%	424
Career development Count Row %	44 10.4%	99 23.3%	160 37.7%	57 13.4%	48 11.3%	15 3.5%	1 0.2%	424

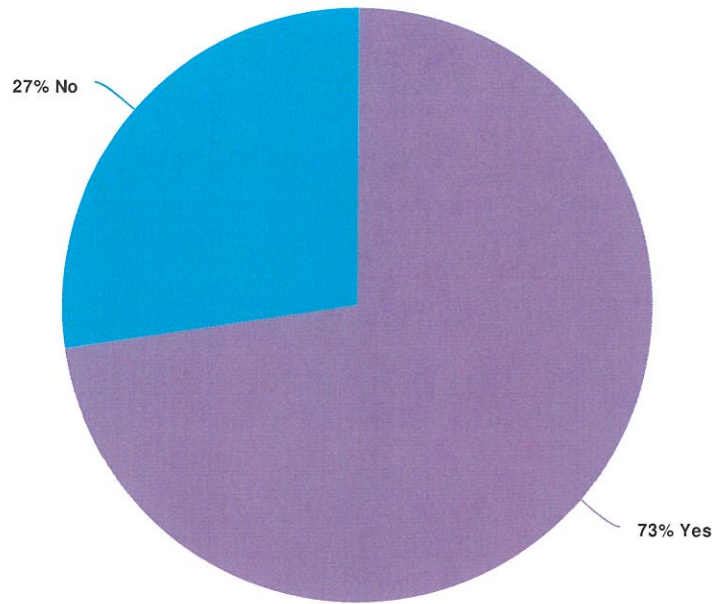
	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer	Responses
Feedback on your performance Count Row %	71 16.7%	137 32.3%	112 26.4%	64 15.1%	34 8.0%	5 1.2%	1 0.2%	424
Job security Count Row %	64 15.1%	199 46.9%	91 21.5%	35 8.3%	26 6.1%	9 2.1%	0 0.0%	424
Supportive colleagues Count Row %	190 44.8%	139 32.8%	53 12.5%	32 7.5%	10 2.4%	0 0.0%	0 0.0%	424
Working hours Count Row %	148 34.9%	188 44.3%	50 11.8%	20 4.7%	16 3.8%	2 0.5%	0 0.0%	424
Sufficient resources (finance, equipment, staff to do your job, etc) Count Row %	50 11.8%	130 30.7%	91 21.5%	97 22.9%	53 12.5%	2 0.5%	1 0.2%	424
Making the best use of your skills and ability Count Row %	77 18.2%	181 42.7%	96 22.6%	42 9.9%	24 5.7%	3 0.7%	1 0.2%	424
Feeling you have accomplished something worthwhile at work Count Row %	126 29.7%	183 43.2%	75 17.7%	22 5.2%	16 3.8%	2 0.5%	0 0.0%	424
Morale in your workplace Count Row %	90 21.2%	136 32.1%	102 24.1%	50 11.8%	45 10.6%	0 0.0%	1 0.2%	424

4. Now looking at list of areas again, please rank in order (1-6) which are the most important to you?

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Enjoyment in the work I do	1		1,146	270
Pay	2		1,025	253
Interesting work	3		931	200
Job security	4		758	189
Feeling you have accomplished something worthwhile at work	5		735	196
Supportive colleagues	6		503	170
Working hours	7		429	139
Career development	8		400	106
Morale in your workplace	9		397	141
Good employment benefits (e.g. leave, pensions, wider wallet)	10		392	122
Making the best use of your skills and ability	11		325	106
Working as part of a team	12		324	101
Receiving sufficient training to do your job well	13		294	95
Sufficient resources (finance, equipment, staff to do your job)	14		286	104
Opportunity to show initiative	15		225	91
Receiving guidance and support at work	16		185	65
Working environment (e.g. health & safety, security)	17		185	54
Working for a successful organisation	18		105	42
Personal safety at work	19		88	28
Receiving praise for good work	20		86	39
Feedback on your performance	21		85	33

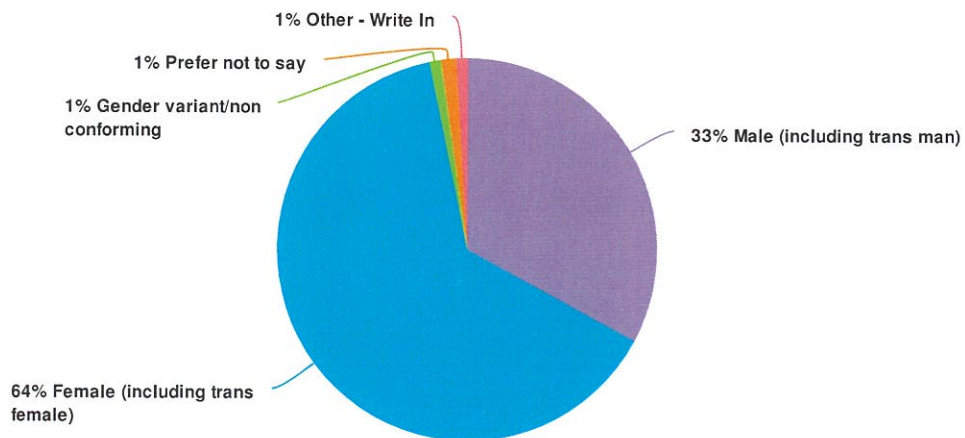


5. Do you wish to complete the equality and diversity section?



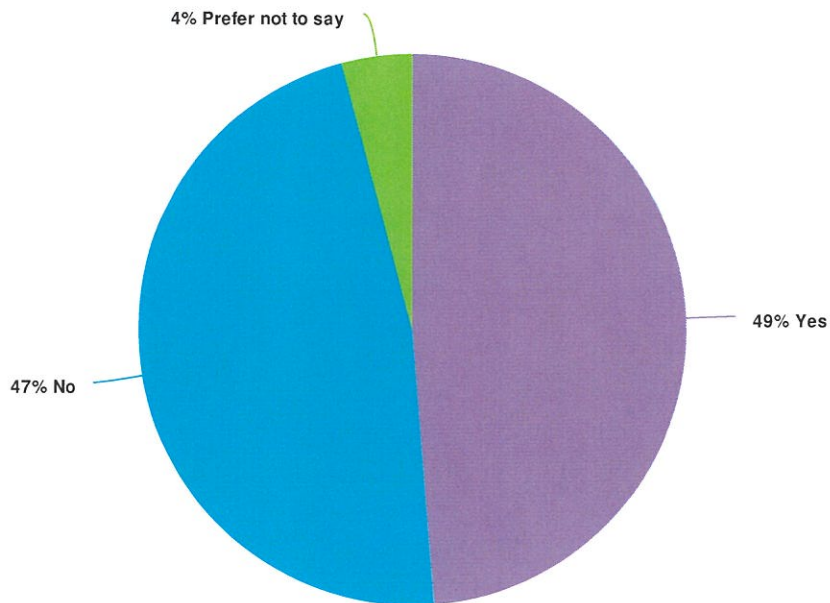
Value	Percent	Responses
Yes	72.6%	308
No	27.4%	116
		Totals: 424

6. To which gender identity do you most identify?



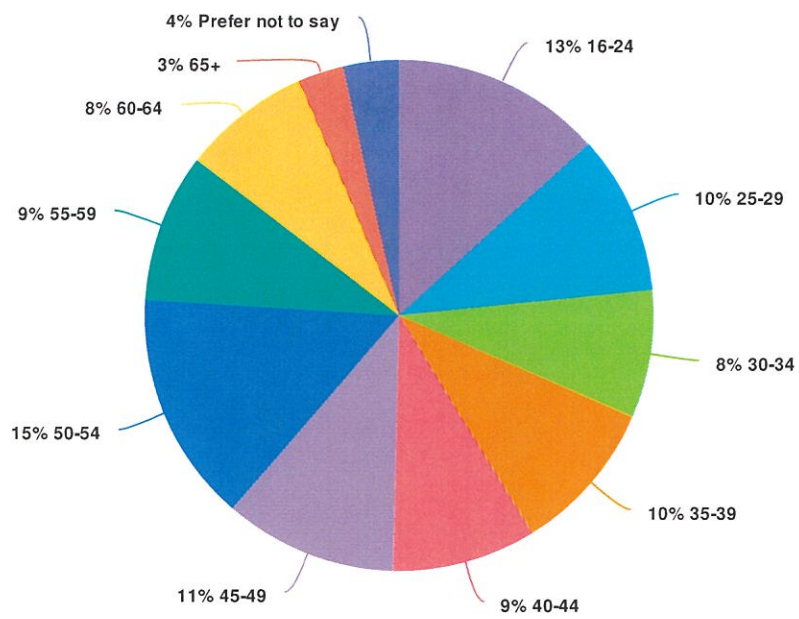
Value	Percent	Responses
Male (including trans man)	32.9%	102
Female (including trans female)	63.9%	198
Gender variant/non conforming	1.0%	3
Prefer not to say	1.3%	4
Other - Write In	1.0%	3
		Totals: 310

7. Are you married or in a civil partnership?



Value	Percent	Responses
Yes	48.7%	151
No	47.1%	146
Prefer not to say	4.2%	13
		Totals: 310

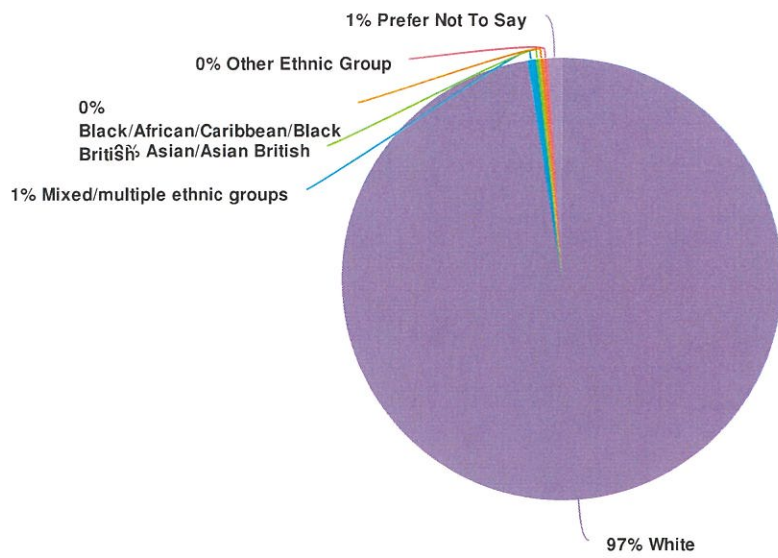
8. Age



Value	Percent	Responses
16-24	13.3%	41
25-29	10.1%	31
30-34	8.1%	25
35-39	9.7%	30
40-44	9.1%	28
45-49	11.0%	34
50-54	14.6%	45
55-59	9.4%	29
60-64	8.1%	25
65+	2.9%	9
Prefer not to say	3.6%	11

Totals: 308

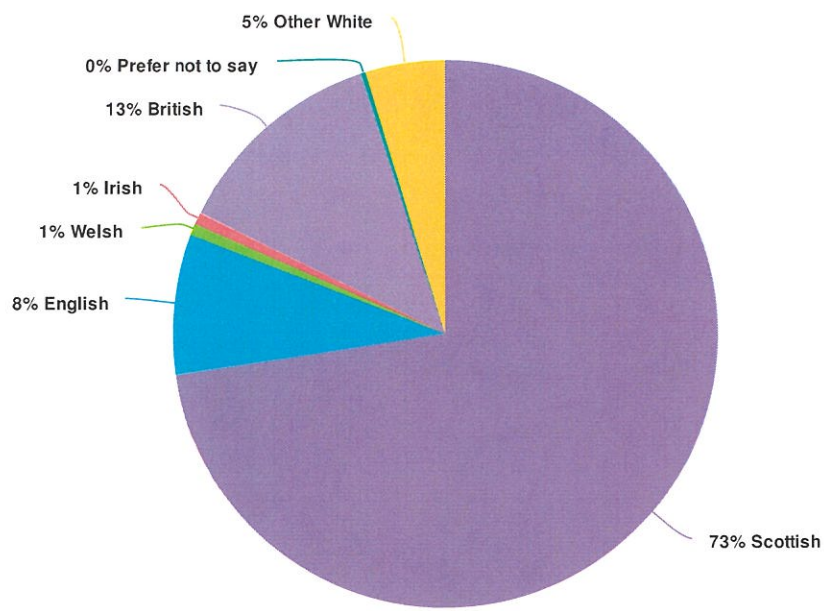
9. What is your ethnicity?



Value	Percent	Responses
White	97.4%	300
Mixed/multiple ethnic groups	0.6%	2
Asian/Asian British	0.3%	1
Black/African/Caribbean/Black British	0.3%	1
Other Ethnic Group	0.3%	1
Prefer Not To Say	1.0%	3

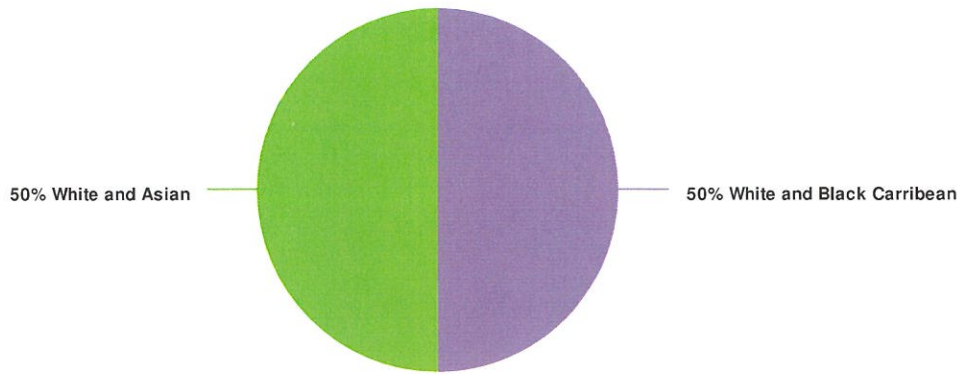
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10. White



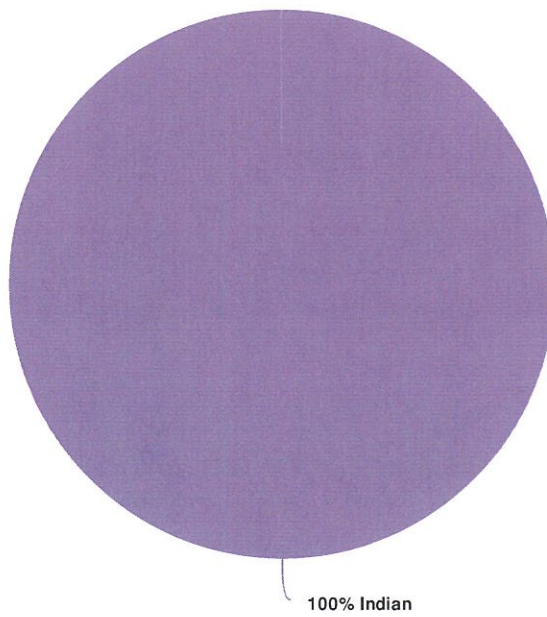
Value	Percent	Responses
Scottish	72.7%	218
English	8.3%	25
Welsh	0.7%	2
Irish	0.7%	2
British	12.7%	38
Prefer not to say	0.3%	1
Other White	4.7%	14
		Totals: 300

11. Mixed/multiple ethnic groups



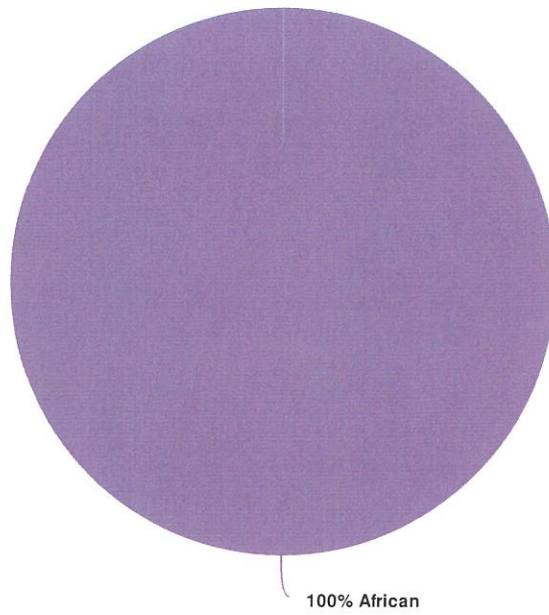
Value	Percent	Responses
White and Black Carribean	50.0%	1
White and Asian	50.0%	1
Totals:		2

12. Asian/Asian British



Value	Percent	Responses
Indian	100.0%	1
Totals:		1

13. Black / African / Caribbean / Black British



Value

Percent

Responses

African

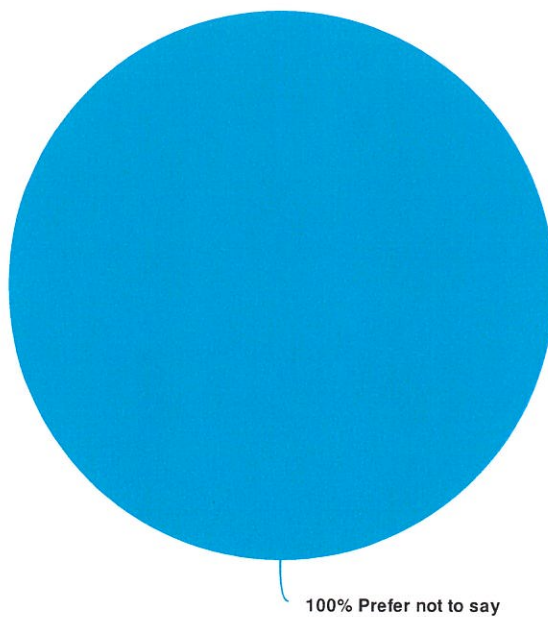


100.0%

1

Totals: 1

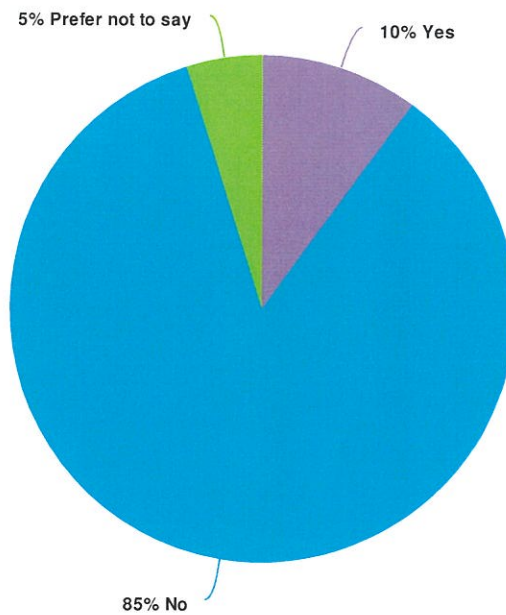
14. Other ethnic group



100% Prefer not to say

Value	Percent	Responses
Prefer not to say	100.0%	1
Totals: 1		

15. Do you consider yourself to have a disability or health condition?



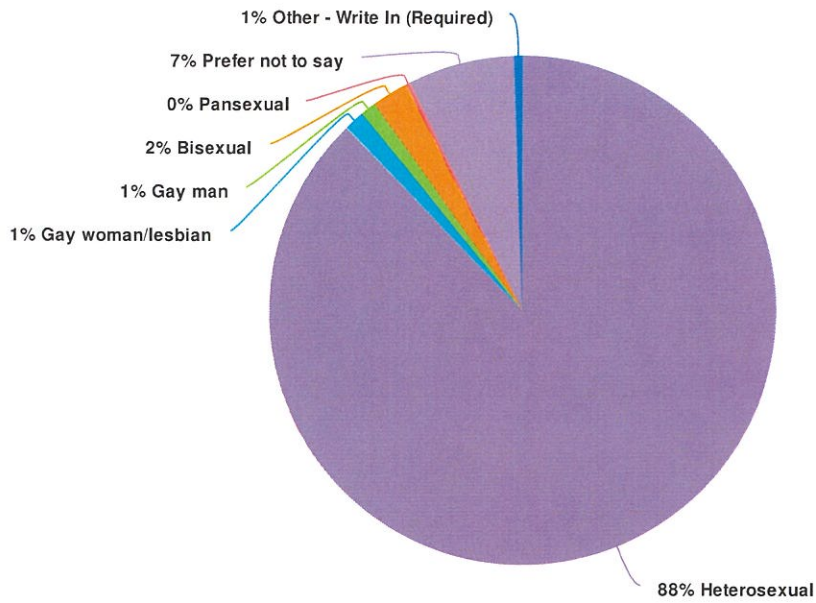
Value	Percent	Responses
Yes	10.1%	31
No	85.1%	262
Prefer not to say	4.9%	15
Totals: 308		

16. What is the effect or impact of your disability or health condition on your ability to give your best at work?

ResponseID Response

4	no to little impact on my work
54	Struggle to cope with change Need quiet environment in which to work Prefer to work with small groups and children Meltdowns and shutdowns if i become too overloaded with different things
75	I'm unable to stand for long periods of time but, in fairness, am rarely expected to do so
79	No real iom pact, GAD controlled by drugs but can sometimes flare up.
107	Health condition under control with medication. No impact on ability to work other than the odd sick day.
113	dispraxic and diabetic
129	None
163	Require regular meal times. Need to carefully monitor amount of physical activity to ensure heart rate not too high.
170	Type 1 diabetes
172	Chrohns disease - when flares up can impact on my ability to work to my full capacity.
182	Does not affect my work
194	I am type one diabwtic so need to makw sure i am not dropping into hypos or higher suger levels when on shift
244	Migraines, asthma
272	No effect
300	working reception is very difficult as customers can be very critical when you spell thier name wrong. it also affects the way i am perceived in emails as being lazy and unprofesional due to the grammar and spelling mistakes. also my IBS sometimes hinders my abilty to work shifts and thier is not much tolerance given for absences when i feel thier should be more leeway with members of staff with long term health conditions
307	No regular impact on my ability to work
310	Needing computer spectacles to focus on the screen. Having hearing aids - the telephone is difficult to use.
339	Dyslexia and type one diabetes
374	Communicating with colleagues and visitors
399	I have a hearing impairment. On the whole this is managed without difficulty. My workplace has a porable loop system which I can use as required.
425	I am dyslexic so take longer to process information
462	Mental health- Anxiety.
540	none

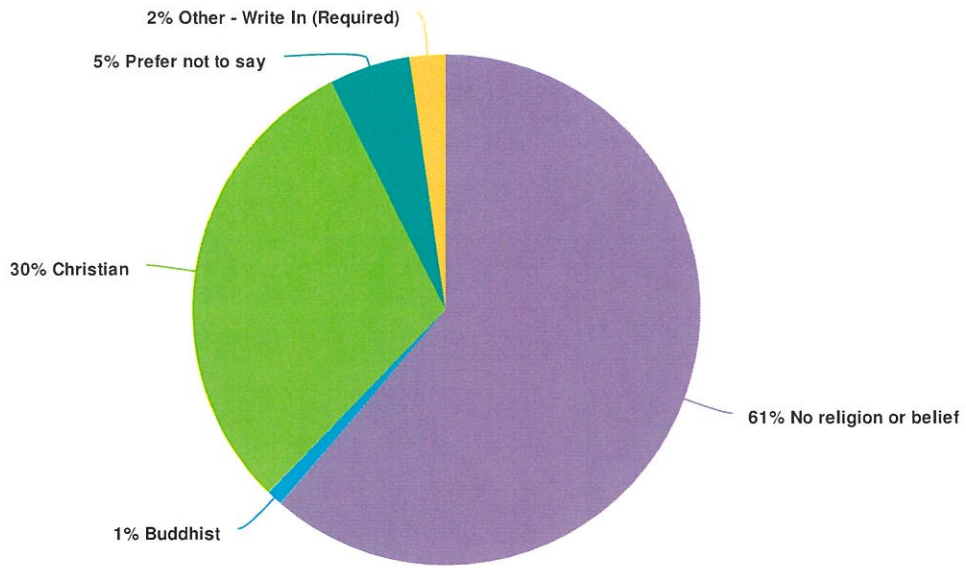
17. What is your sexual orientation?



Value	Percent	Responses
Heterosexual	87.7%	270
Gay woman/lesbian	1.3%	4
Gay man	1.0%	3
Bisexual	2.3%	7
Pansexual	0.3%	1
Prefer not to say	6.8%	21
Other - Write In (Required)	0.6%	2

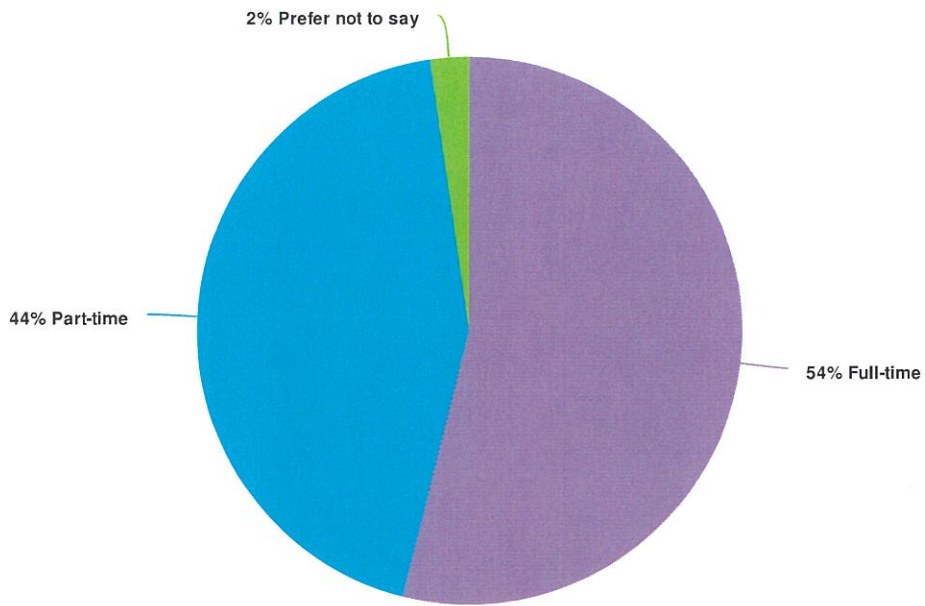
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18. What is your religion or belief?



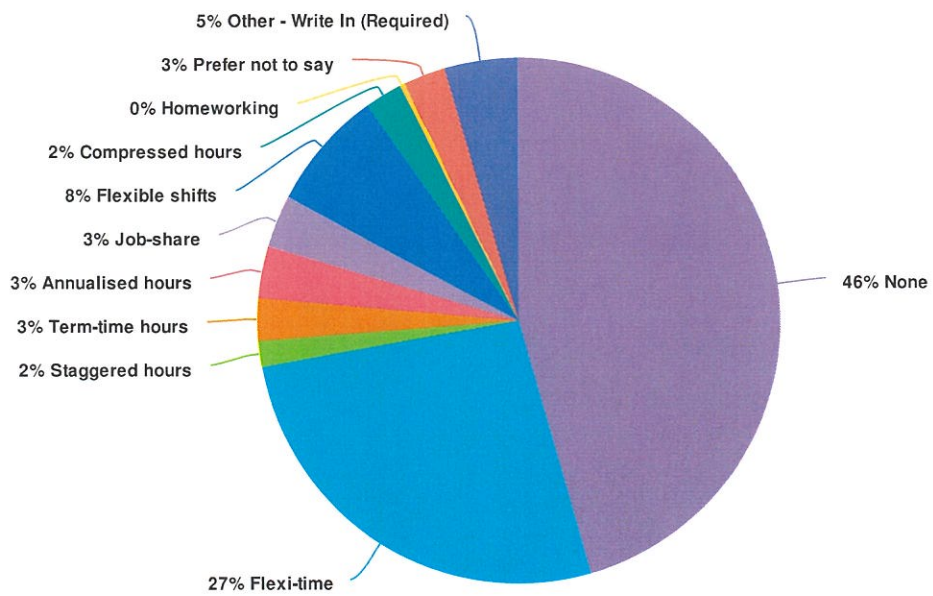
Value	Percent	Responses
No religion or belief	61.4%	189
Buddhist	1.0%	3
Christian	30.2%	93
Prefer not to say	5.2%	16
Other - Write In (Required)	2.3%	7
		Totals: 308

19. What is your current working pattern?



Value	Percent	Responses
Full-time	53.9%	166
Part-time	43.8%	135
Prefer not to say	2.3%	7
		Totals: 308

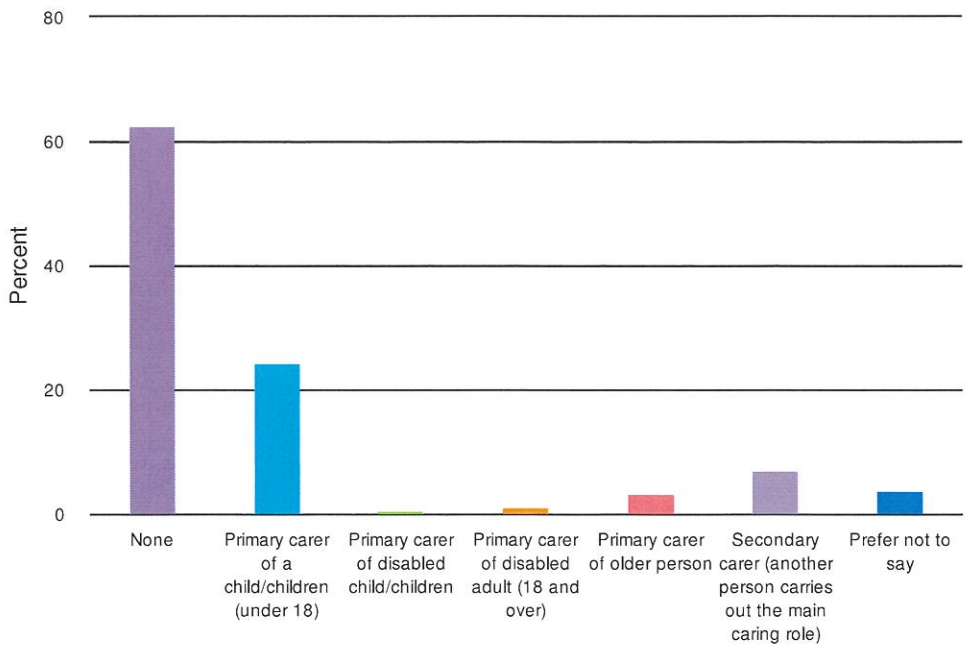
20. What is your flexible working arrangement?










Value	Percent	Responses
None	45.5%	140
Flexi-time	26.6%	82
Staggered hours	1.6%	5
Term-time hours	2.6%	8
Annualised hours	3.2%	10
Job-share	3.2%	10
Flexible shifts	7.5%	23
Compressed hours	2.3%	7
Homeworking	0.3%	1
Prefer not to say	2.6%	8
Other - Write In (Required)	4.5%	14

Totals: 308

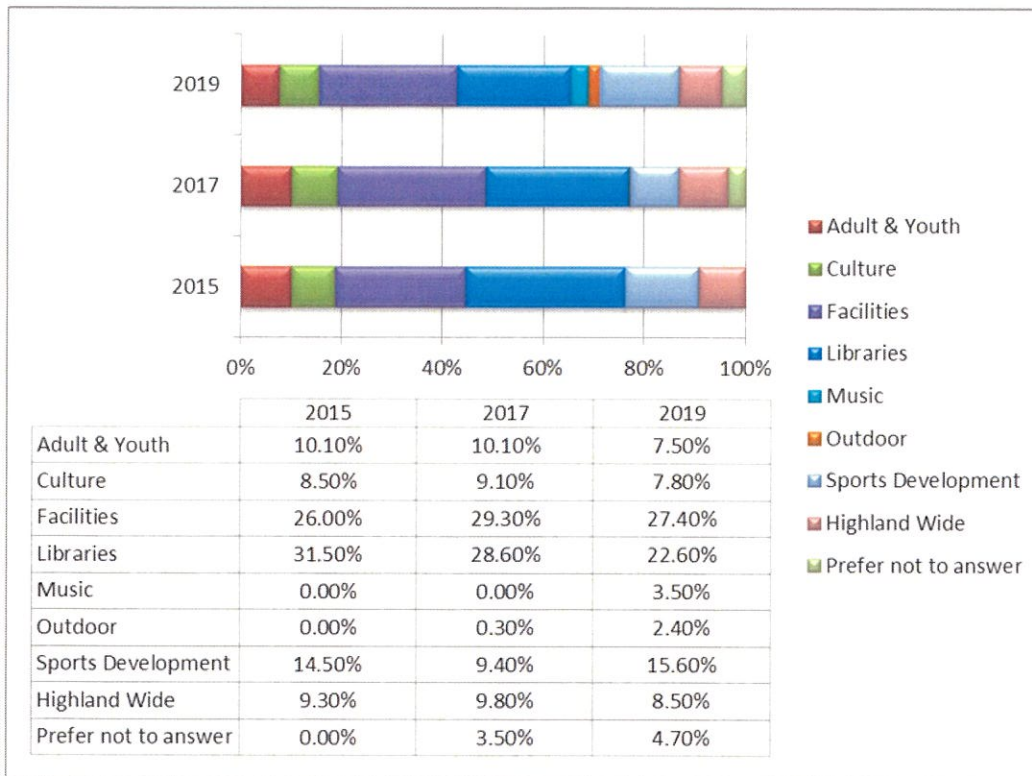
21. Do you have caring responsibilities?



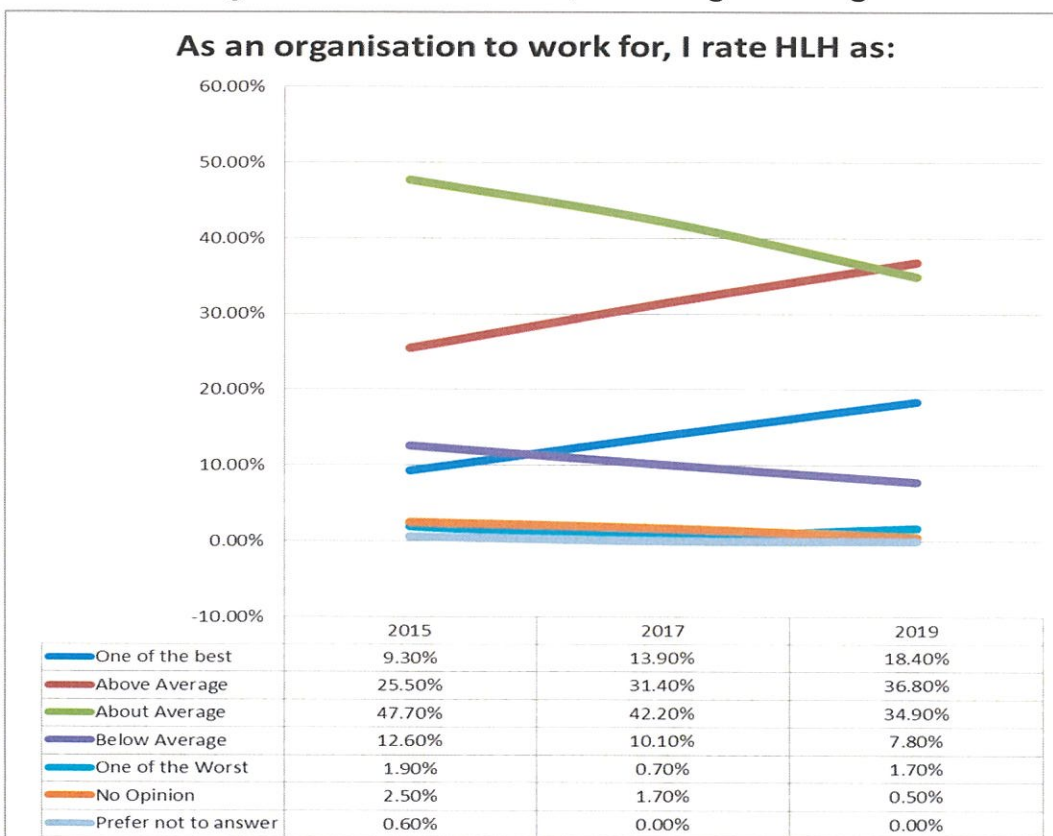
Value		Percent	Responses
None		62.3%	192
Primary carer of a child/children (under 18)		24.4%	75
Primary carer of disabled child/children		0.6%	2
Primary carer of disabled adult (18 and over)		1.0%	3
Primary carer of older person		3.2%	10
Secondary carer (another person carries out the main caring role)		7.1%	22
Prefer not to say		3.9%	12

HLH Staff Survey Comparison of Results, 2015, 2017 and 2019

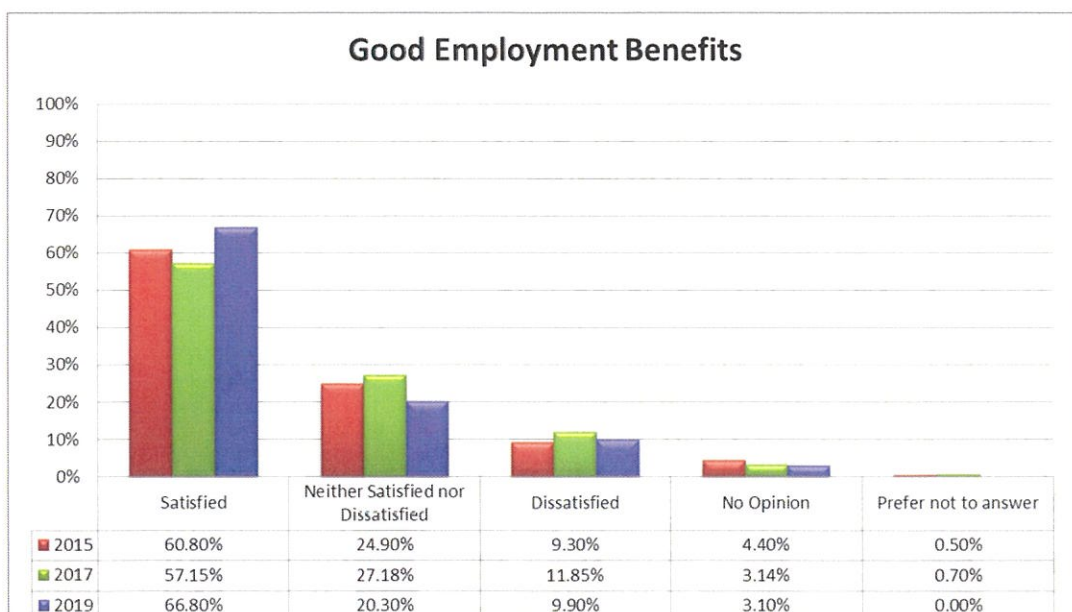
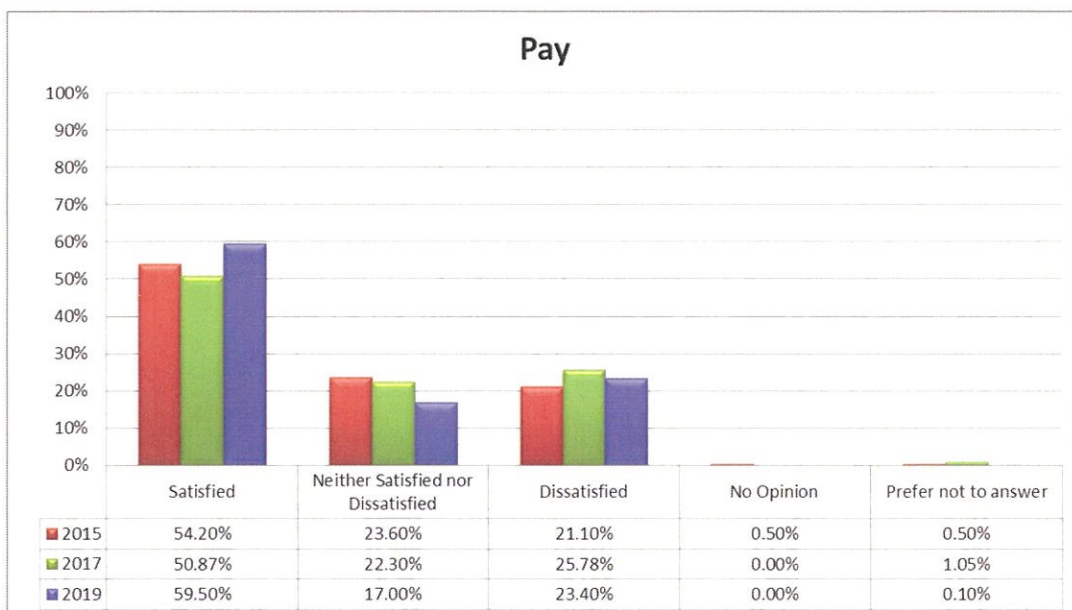
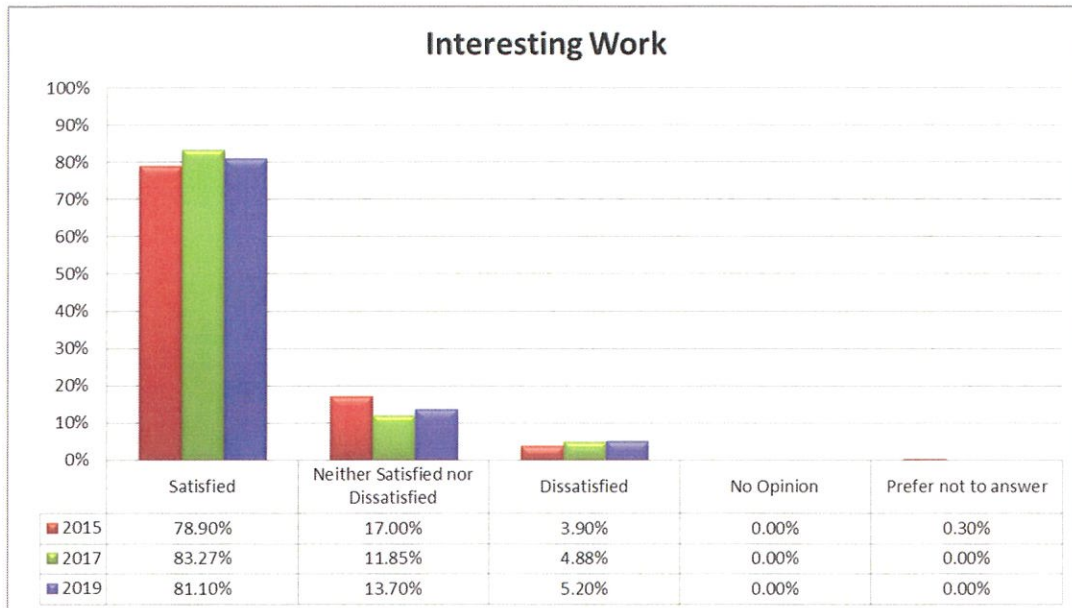
1. Which area of the business do you work in?



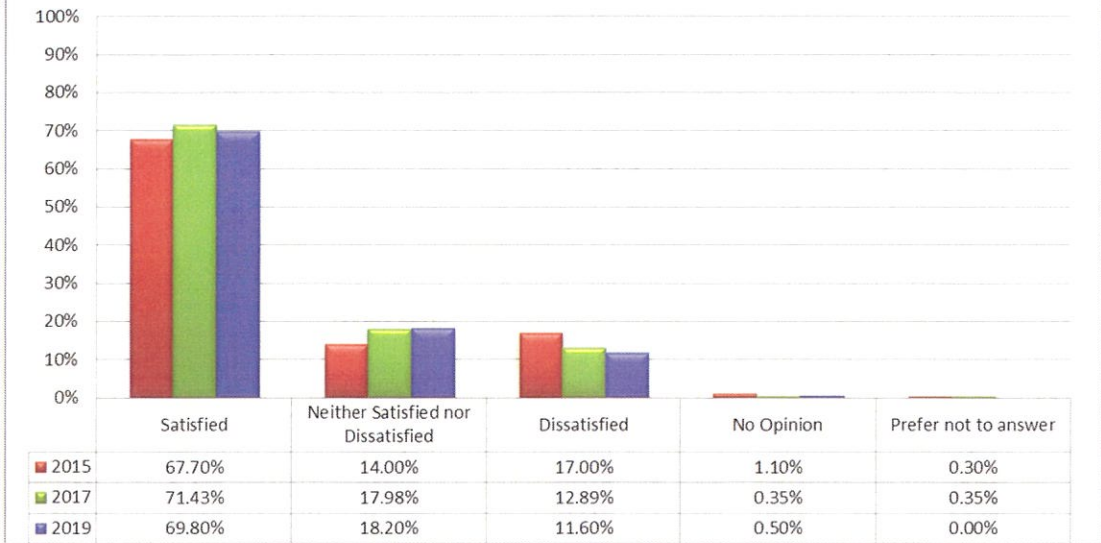
2. As an organisation to work for, I rate High Life Highland as:



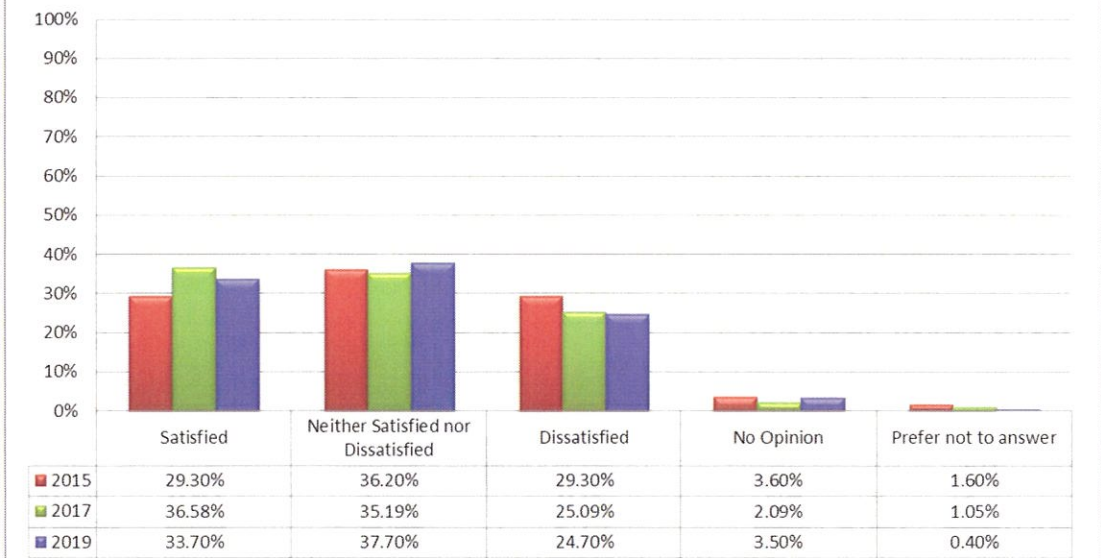
3. How satisfied or dissatisfied are you with each of these factors in your job?



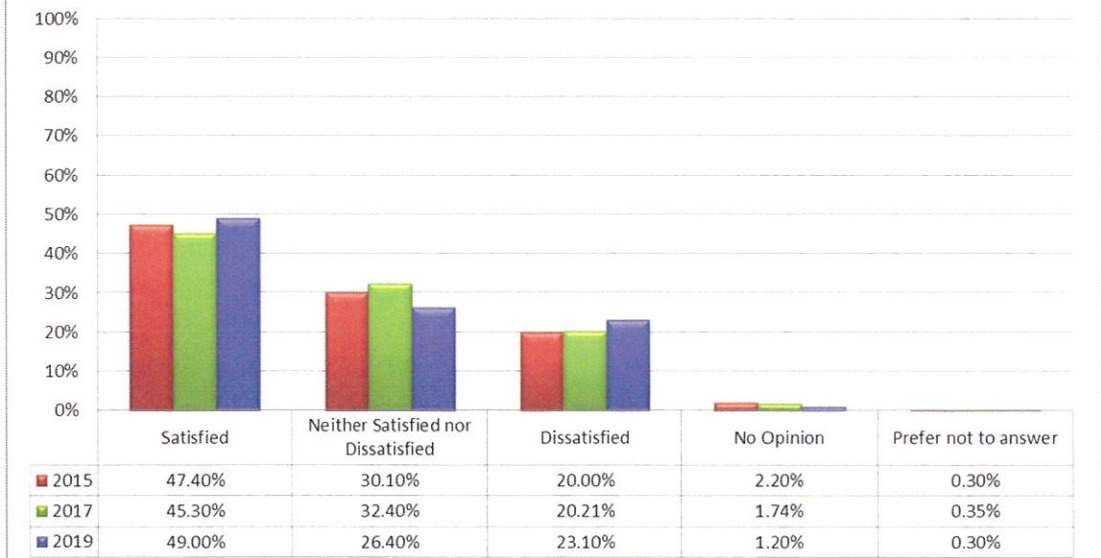
Working Environment



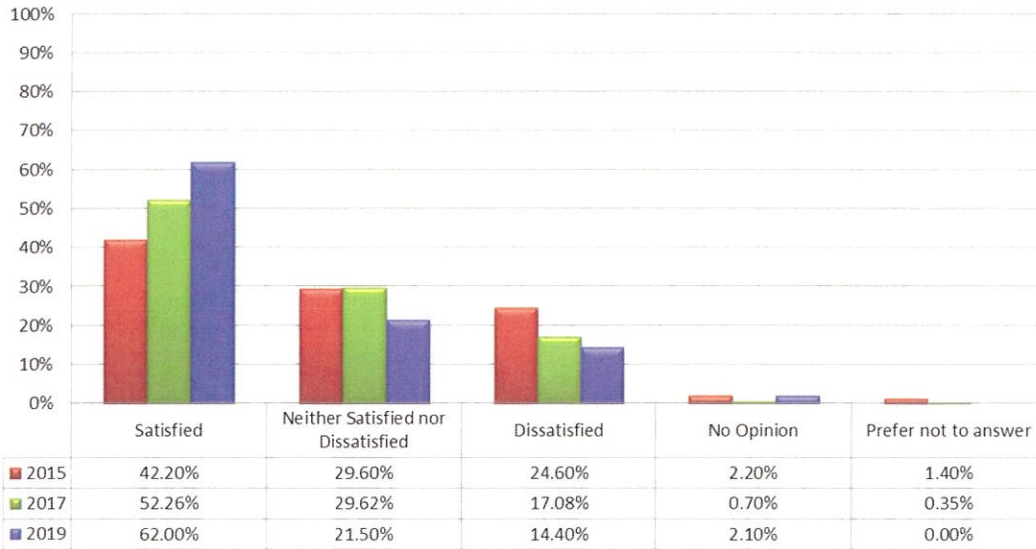
Career Development



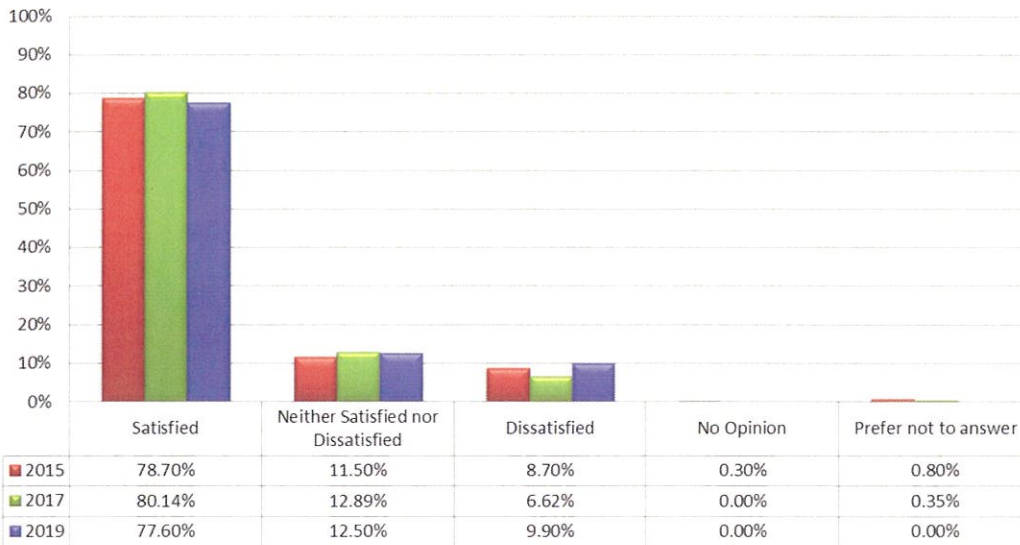
Feedback on your performance



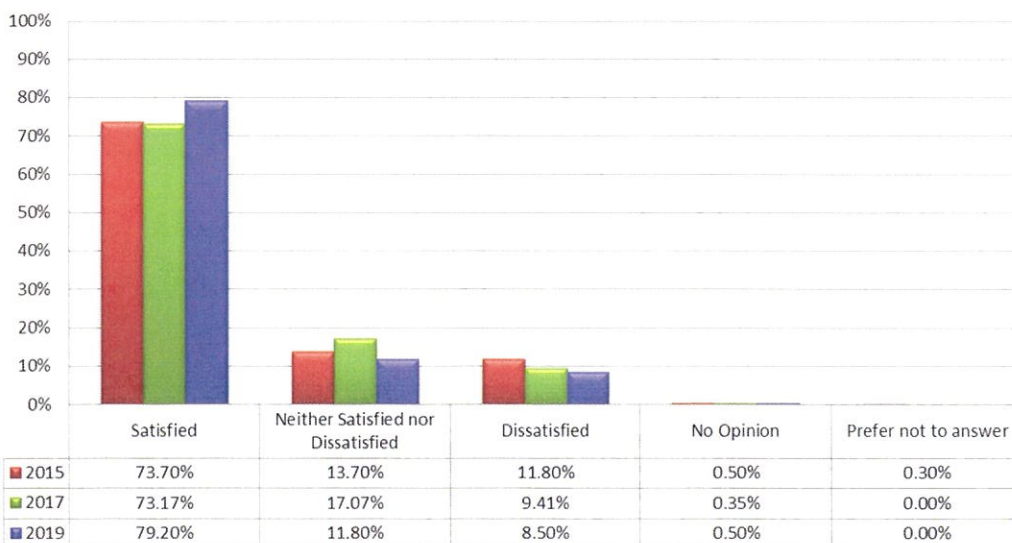
Job Security



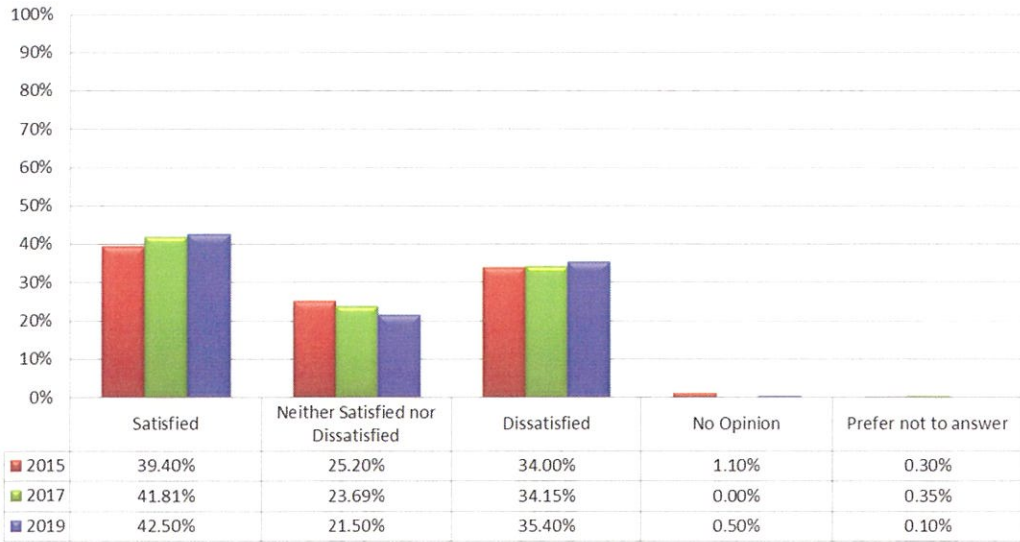
Supportive Colleagues



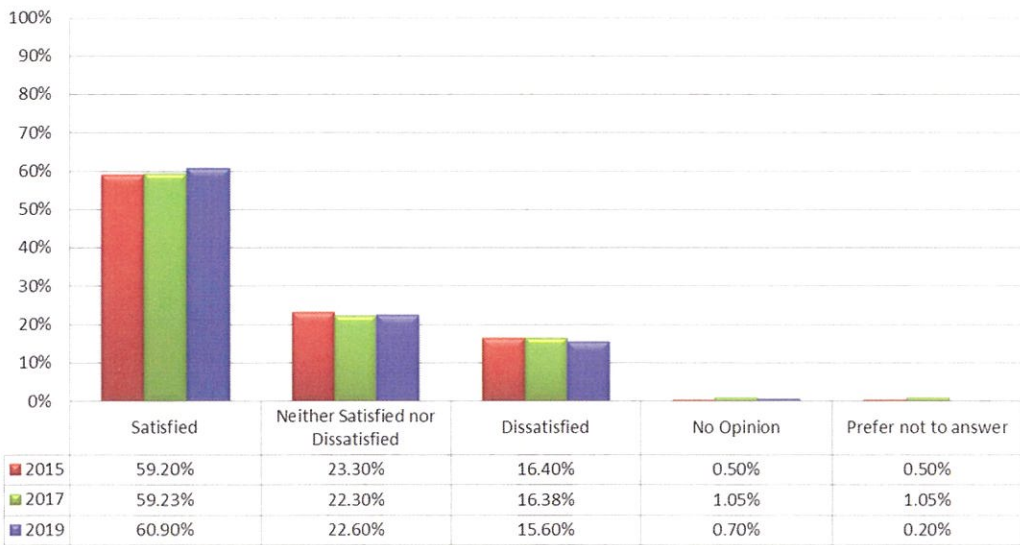
Working Hours



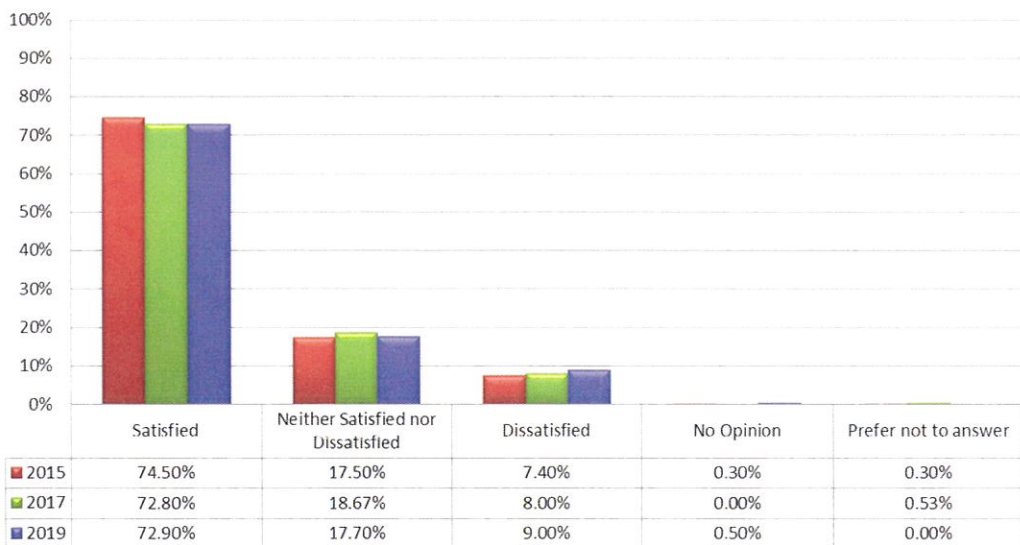
Sufficient Resources



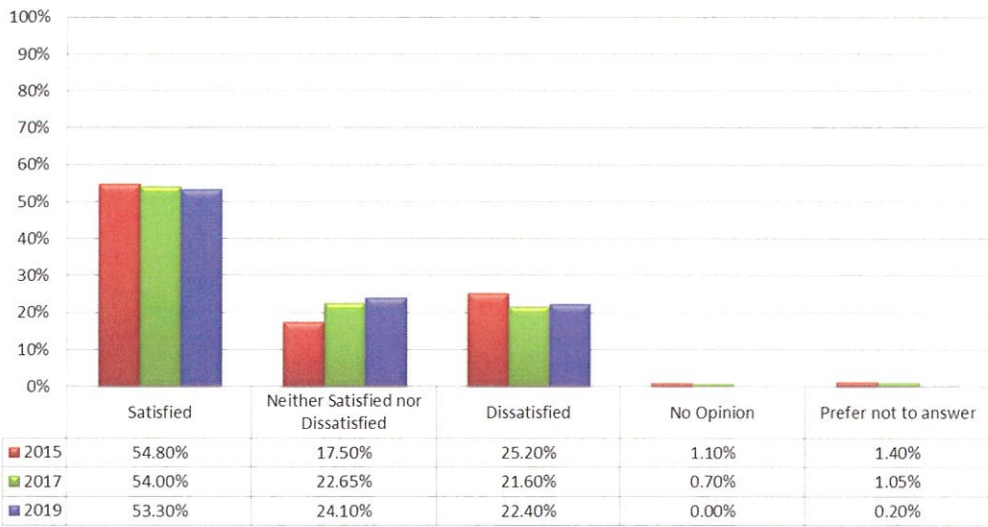
Making best use of your skills and ability



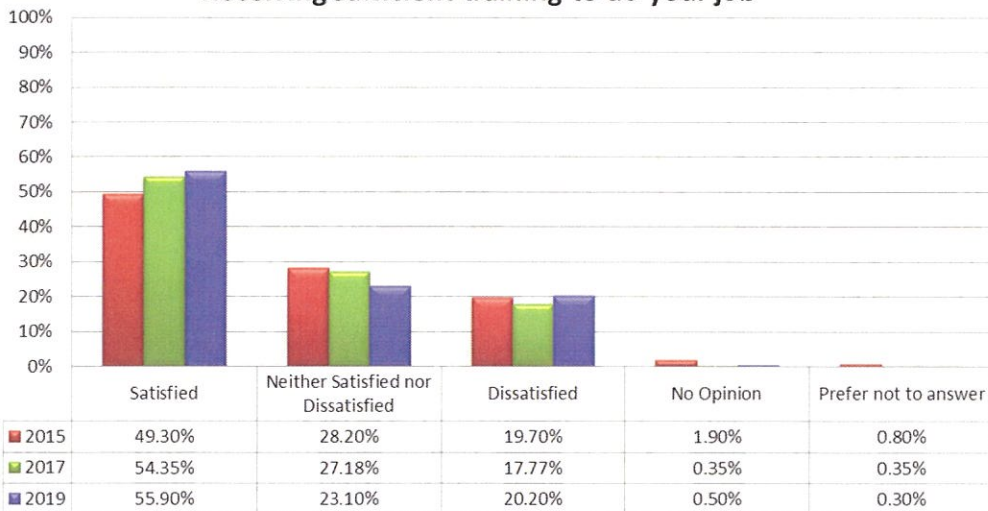
Feeling you have accomplished something worthwhile at work



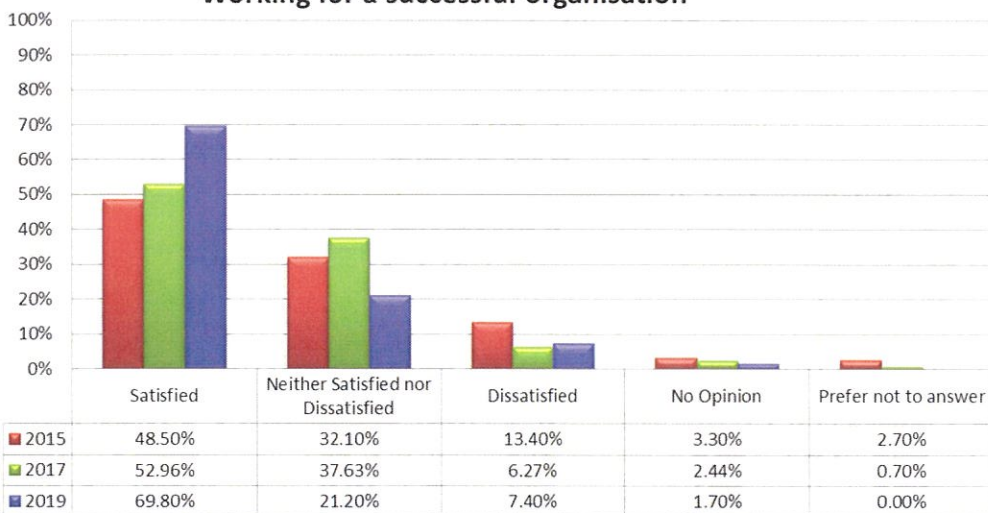
Morale in your workplace



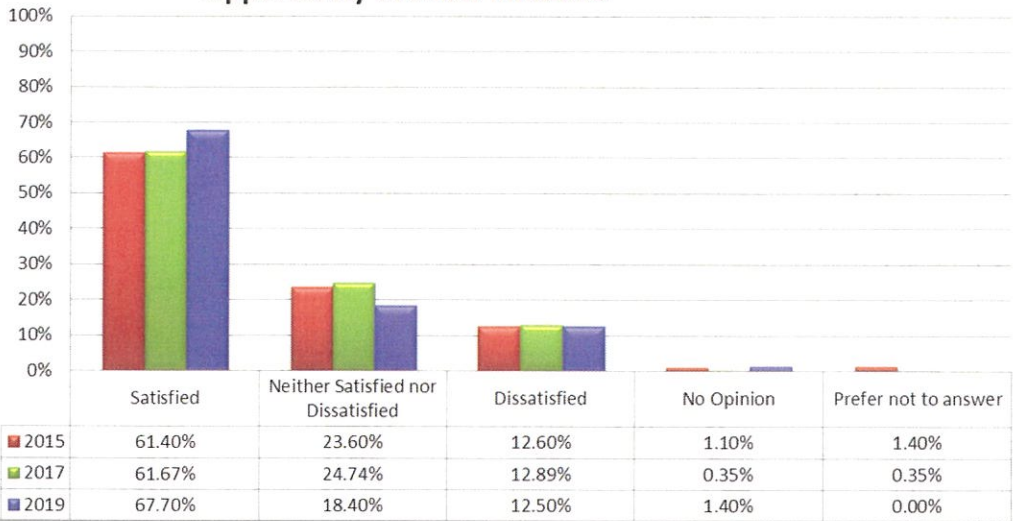
Receiving sufficient training to do your job



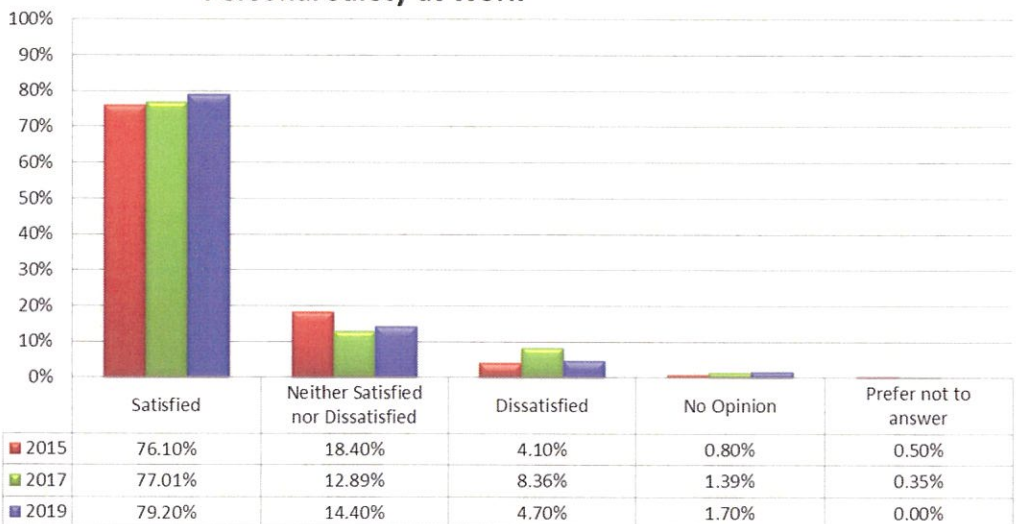
Working for a successful organisation



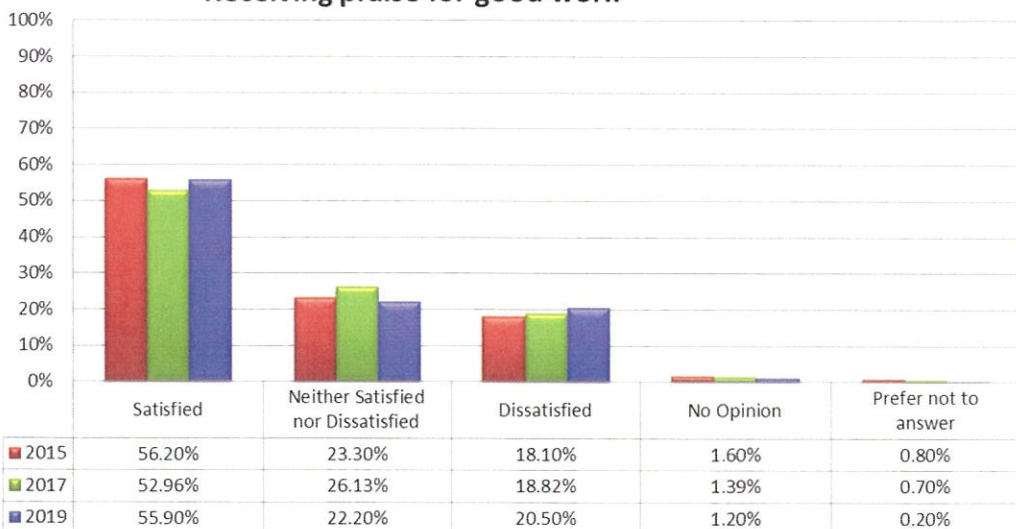
Opportunity to show initiative



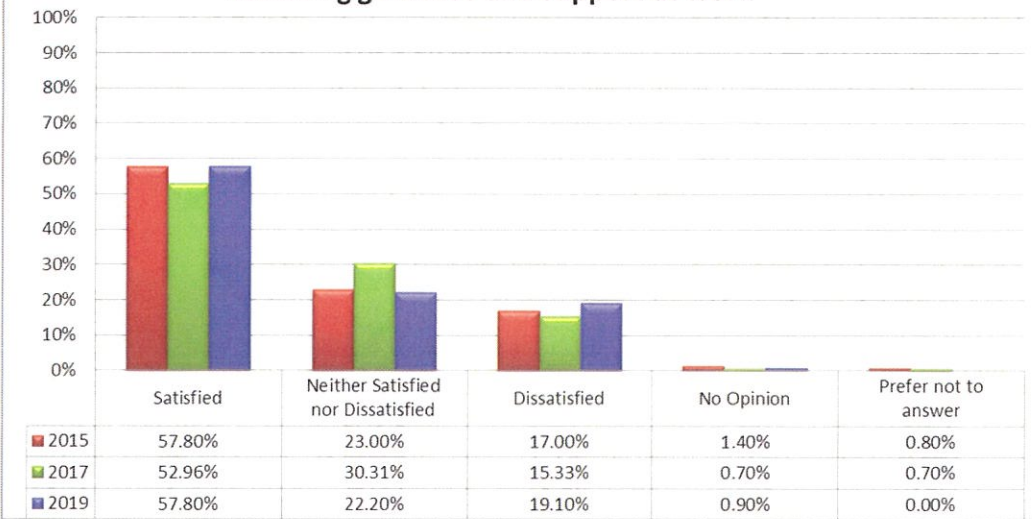
Personal Safety at Work



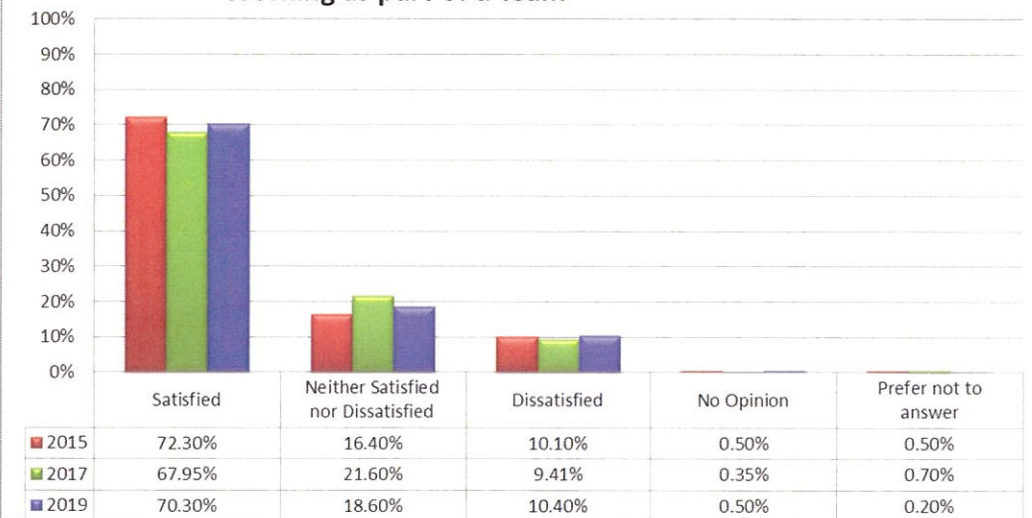
Receiving praise for good work



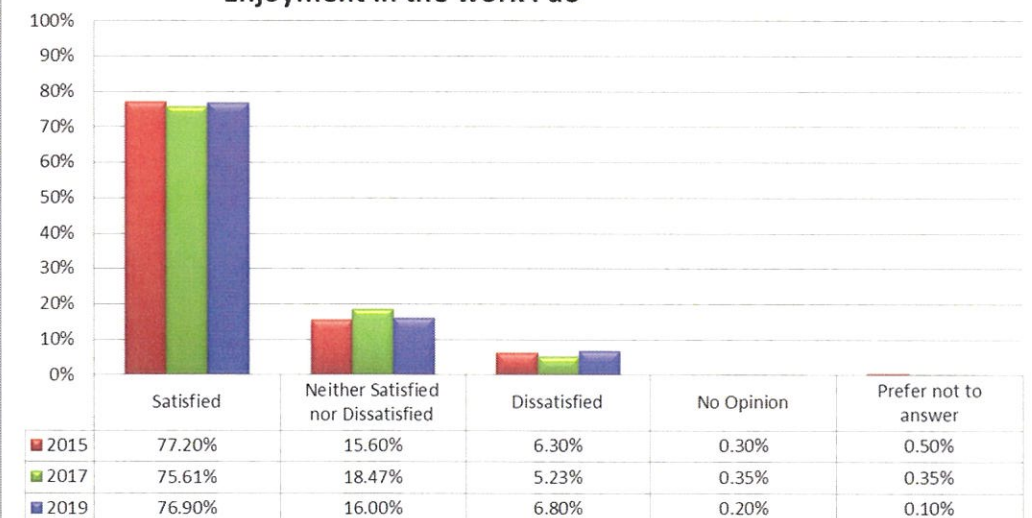
Receiving guidance and support at work



Working as part of a team



Enjoyment in the work I do



3. Looking at the same list again, which six are the most important to you?

Item	Overall Rank 2015	Overall Rank 2017	Overall Rank 2019	Move (+/-)
Enjoyment in the work I do	2	1	1	-
Pay	1	3	2	+1
Interesting work	3	2	3	-1
Job security	4	5	4	+1
Feeling you have accomplished something worthwhile at work	5	4	5	-1
Supportive colleagues	7	6	6	-
Working hours	8	7	7	-
Career development	9	11	8	+3
Morale in your workplace	10	12	9	+3
Good employment benefits (e.g. leave, pensions)	6	9	10	-1
Making the best use of your skills and ability	13	10	11	-1
Working as part of a team	11	13	12	+1
Receiving sufficient training to do your job well	18	14	13	+1
Sufficient resources (finance, equipment, staff to do your job)	14	8	14	-6
Opportunity to show initiative	17	15	15	-
Receiving guidance and support at work	16	16	16	-
Working environment	12	17	17	-
Working for a successful organisation	19	18	18	-
Personal safety at work	20	21	19	+2
Receiving praise for good work	18	20	20	-
Feedback on your performance	21	19	21	-2

Equality and Diversity Section – Results and Comparisons

Comparison data for:

- Gender
- Age
- Ethnicity
- Disability

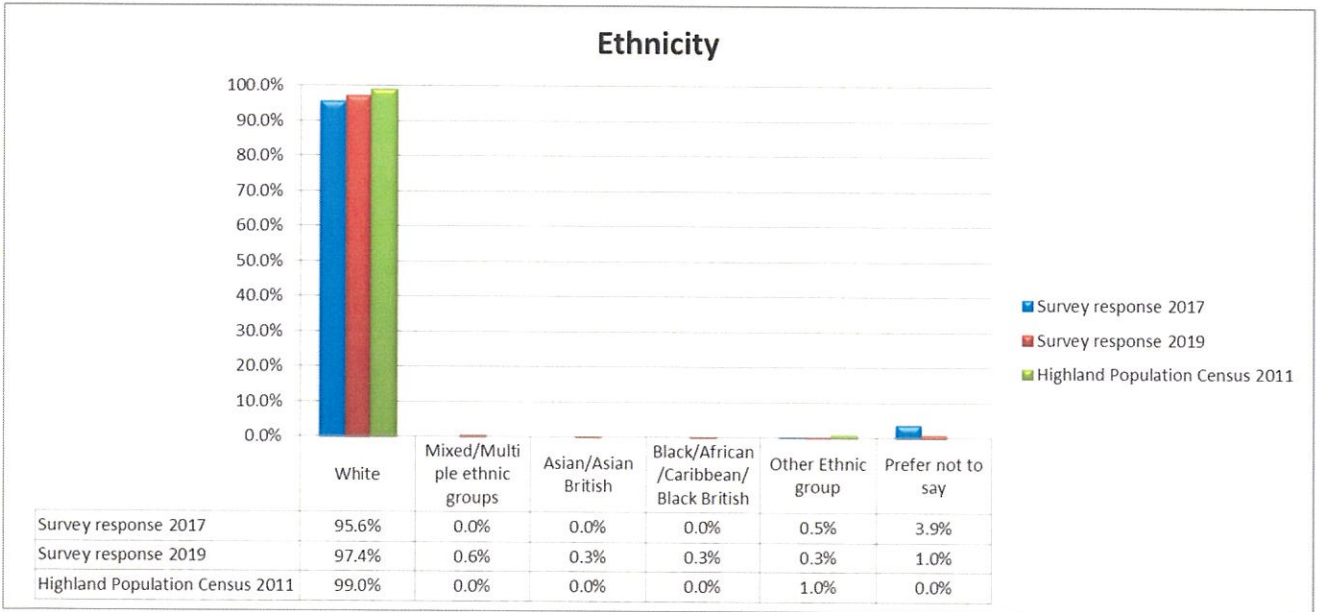
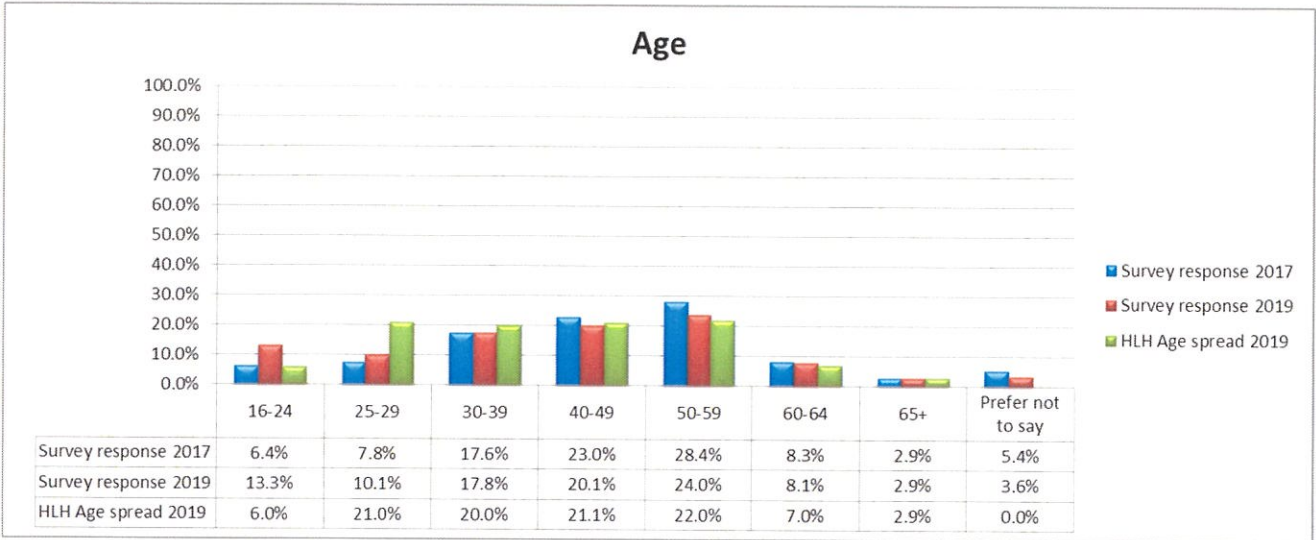
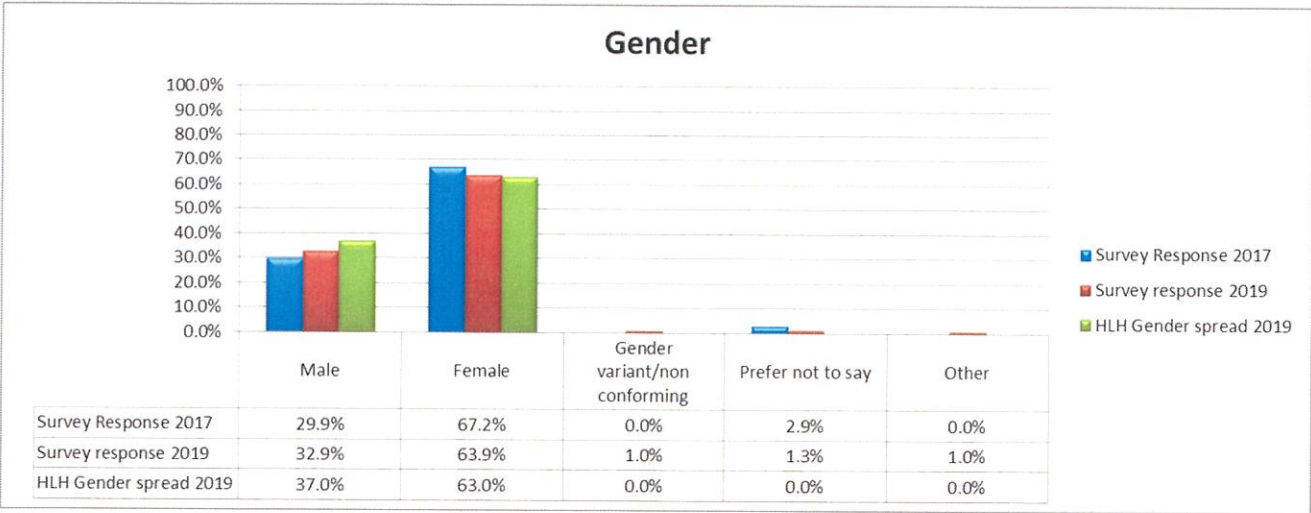
Questions 5 - 20 of the Staff Survey – Equality and Diversity - was a new section for 2017.

Where corresponding data has been available and for the purpose of showing how the responses might sit against HLH's actual staff spread and in one case against the Highland population, comparison graphs can be seen below for Gender, Age, Ethnicity and Disability.

HLH does not gather any other data on the ethnicity or disabled status of all employees.

For this purpose comparison data has been obtained from:

- High Life Highland's staffing establishment for all full time and part time staff
- 2011 Census – Highland population



Disability or Health Condition

