

Agenda Item 8

Commissioners' Meeting  
14 December 2017

Memo No 25/17

## Staff Survey 2017

### Purpose

1. The purpose of this paper is to provide Commissioners with a high level summary of the results of the Staff Survey 2017. This will be supplemented by a presentation at the meeting on 14 December.

### Background

2. Capita was commissioned to conduct the staff survey following a procurement exercise. The 2013 and 2011 FC staff surveys had been run by Capita.
3. The survey ran from 25 September until 16 October.
4. The survey was jointly designed by Capita and the FC as an e-survey, with options for staff to complete the survey over the telephone or as a paper survey.
5. The survey was designed to establish staff engagement; measure levels of work related stress across the business; benchmark against Civil Service People Survey (CSPS) 2016 (the CSPS 2017 results are not yet available) and compare the results to the previous survey which ran in 2015.

### Results

6. The results show a healthy balance of opinions from staff about working in the FC and some things both staff and managers should feel good about and proud of.
7. Capita processed 1,956 survey questionnaires. This gave a response rate of 78% compared to a response rate in 2015 of 62%. The overall response rate for the CSPS in 2016 was 65%.
8. The organisational strengths and improvements since 2015 have contributed to a continued high level of employee engagement (67% down from 71% in

# Staff Survey 2017

---

2015). This is still relatively good when benchmarked against the CSPS 2016 average of 51%) and in a period of significant change.

9. The stress score remains at 74% with no change from 2015. The higher the score the lower the stress level of staff.
10. In terms of overall movement, the 2017 results for the whole of the FC indicate there are 14 statistically significant improvements in the combined positive perceptions and 21 deteriorations, whilst 29 questions showed no significant change.
11. The deteriorating perceptions relate mostly to questions relating to pay, senior management leadership and change. All of which can be predicated in organisations going through or planning significant change.
12. When comparing the Forestry Commission with the 400 other UK public and private sector organisations in Capita's own benchmarking 'Employer of Choice' database, the Forestry Commission has a score of 3.09 which would rank the overall organisation at 116 in the list of Employers. Those organisations with a score of above 2.50 would be considered good employers, whilst those with a score of 3.00 or above are classified as 'Employers of Choice'.
13. When considering the overall report/results, it is important to note that FE England and FE Scotland will have the biggest influence on the overall results. It is also not unusual to find that specific areas, cost centres, job groups have differing perceptions to the Forestry Commission as a whole. Each area will be taking a more localised approach to action rather than the FC developing an organisation-wide action plan.

## Summary

14. The key strengths highlighted by the staff survey results are increased engagement with the employee survey process; 'my work'; 'my line manager'; 'job plans and career' and 'inclusion and fair treatment'.
15. The areas for improvement include managing change; pay and benefits and senior leadership.

## Resource Implications

14. None to note.

## Risk Assessment

# Staff Survey 2017

---

15. None to note.

## Communications Issues

16. Copies of reports have been issued to each area and published on the FC Intranet. Local managers will be asked to discuss the results with staff and develop action plans as appropriate.

## Conclusion

16. The perception of senior management leadership; how change is being managed and pay and benefits has deteriorated. Capita tell us that during times of significant change the results for an organisation can deteriorate by up to 10% than they would have if the 'status quo' had been maintained and perceptions around managing change, communication, senior management are most likely to be affected.
17. Management will use the results to devise plans for the future by identifying areas of good practice and building upon what is being done well as well as focusing on the areas identified for improvement.
18. The Board are asked to note the outcome of the 2017 Staff Survey.

**Jean Lindsay**  
**Director Central Services**  
**December 2017**