

To:	Legal Services Board	
Date of Meeting:	30 January 2013	Item: Paper (13) 10

Title:	Colleague engagement survey
Workstream(s):	All
Author / Introduced by:	Julie Myers, Corporate Director. Edwin Josephs, Director of Finance and Services Chris Kenny, Chief Executive
Status:	Unclassified

Summary:

This paper reports on the results of the LSB's first all colleague survey, conducted in early November. The results have been discussed with the Remuneration and Nomination Committee (RNC), with the management team and with all colleagues.

At the time of drafting, the executive are in the process of securing external assistance to 'get under the skin' of the survey as a) there are a number of apparent contradictions within the results and b) because the small but serious suggestions of behaviour amounting to bullying and harassment require independent investigation.

The Executive Group are particularly concerned to find ways of addressing this latter point and to ensure that we determine effective ways to ensure colleagues understand and can apply current policies and practices and to try to eliminate general behaviours which may be giving rise to concern.

- **Annex A** contains the survey results
- **Annex B** contains the Chief Executive's note to all colleagues after discussion of the results at the Colleague Forum
- **Annex C** details the desired LSB culture and working style that the Board originally envisaged for colleagues working at the LSB. Our aim was to use the survey to gather information both about the extent colleagues think that we are living up to this in practice and whether it remains the right model in the light of where we are three years in.

Board members will also find minutes of the RNC meeting at which the survey was discussed at Paper (13) 09.

Recommendation(s):

The Board is invited to note and discuss the findings of the Colleague Survey.

Risks and mitigations

Financial: N/A

Legal: N/A

Reputational:	The LSB aspires to be an employer of choice with a demonstrable commitment to equality and diversity, dignity and respect in the workplace.
Resource:	The survey reveals both a degree of dissatisfaction from some colleagues with their current roles and remuneration and a significant number of colleagues with an ambition to leave the organisation in the next 12 months.

Consultation	Yes	No	Who / why?
Board Members:	X		Chairman, RNC members are aware of results
Consumer Panel:		X	Operational
Others:	N/A		

Freedom of Information Act 2000 (Fol)		
Para ref	Fol exemption and summary	Expires
Annexes A and D	FoIA exemption s.41 - Information provided in confidence	

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Colleague engagement survey

Background / context

1. The Board set clear aspirations for the type organisation it believed the LSB should be and the type of culture it should have. As new colleagues have joined the Executive have shared these aspirations and have tried to keep them at the forefront of everyone's minds in various ways - general sharing, reiterating when agreeing and reviewing performance objectives etc. The aspiration was for the LSB to be a grown up organisation, with 'adult to adult' relationships and ways of working with everyone taking personal and collective responsibility for being true them. But saying isn't necessarily the same as doing and there's no point in having aspirations if they don't get translated into action.
2. Nearly four years since the LSB formally started to operate the Executive felt it was the right time to see:
 - what colleagues think about the LSB as a organisation
 - whether we are indeed living up to the 'culture'
 - if we are anything like the type of organisation the Board wanted us to be and
 - whether we should be thinking about how we develop the culture further given where we are today and where we want to get to tomorrow.
3. The Executive genuinely wanted to get a sense of how colleagues are feeling – good, bad or indifferent and for this to be a factual rather than 'management's view' of what's working well and less well. This is particularly important when thinking about the changes that have occurred over the last four years :
 - economic challenges facing the country and everyone as individuals
 - change of government and 'austerity measures' in the public sector
 - loss of some colleagues in the restructuring programme as the LSB moved from a 'start-up' to a more 'steady-state' organisation
 - relations with MoJ, regulators, the OLC and others which continue to have challenging elements.
4. In commissioning the survey – which was led by Edwin Josephs and a small working group – the Executive wanted to acknowledge that there may be things that colleagues feel aren't working as well as they should be and to be clear that as an organisation we are keen to discover what these are and whether they can

be addressed. It was also made clear when the survey was distributed, that it was possible that the results might reveal some things that management might not be able to change directly, but that all possible would be done to try to create the appropriate conditions to influence change wherever possible.

The survey

5. This first colleague survey was undertaken at the end of October/ beginning of November 2012 using 'surveymonkey.com'. It was anonymous and voluntary although the Chief Executive actively encouraged colleagues to participate and to answer as many questions as they felt able to, as a complete data set would give better information.
6. 29 out of a possible 29 respondents completed the survey, although some skipped some of questions, as they were entitled to do. This skipping of questions, including that to declare the group belonged to (Gateway, Policy or Corporate), means that a wholly accurate cross-tabulation can't be provided ie results for one colleague cannot be attributed to a particular group. (This will be made a compulsory question next time).
7. The results can be found at **Annex A** (numerical and free text comments).

Key results

8. The results of the survey, whilst broadly 'positive', reveal:
 - a significant concern (namely suggestions of bullying and harassment)
 - some structural and cultural concerns namely:
 - concerns about being unwilling/unable to speak out generally
 - pay policy
 - training and development practice
 - delegation and involvement, reflecting the comments about under use of potential
 - some more generic issues where results might appear contradictory and where work is required to get 'under the skin' of what colleagues are telling us.
9. Board members may wish to refer to the discussions of the RNC reported in **Paper (13) 09** at paragraphs 7 to 9.

Conclusion / 'next steps'

10. The Chief Executive presented the results to colleagues in December and instigated some immediate actions as reported in his note to all colleagues of 5 December (**Annex B**). At the time of drafting, external support is being sought to interrogate the survey further and to conduct some follow-up work with the team to help identify next steps. An update on this work will be presented at the meeting.

11.01.13