

Meeting of the Finance, Planning and Resources Committee

4.00 - 6.00 pm on Tuesday, 5 November 2019
in 1B16 - Technopark, SE1 6LN

- Presentation on staff survey 2019

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Peopleinsight

LSBU Group Staff Survey Highlights Presentation

Adnan Bajwa

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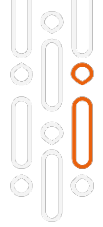
London
South Bank
University

EST 1892



 OurLSBU

Agenda Item 12



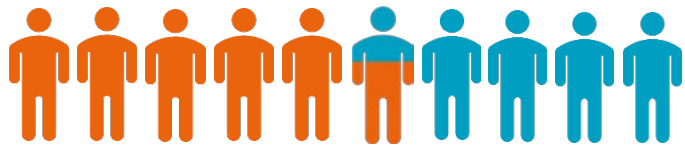
Key numbers

The survey was carried out in June, with responses coming directly to People Insight to ensure confidentiality

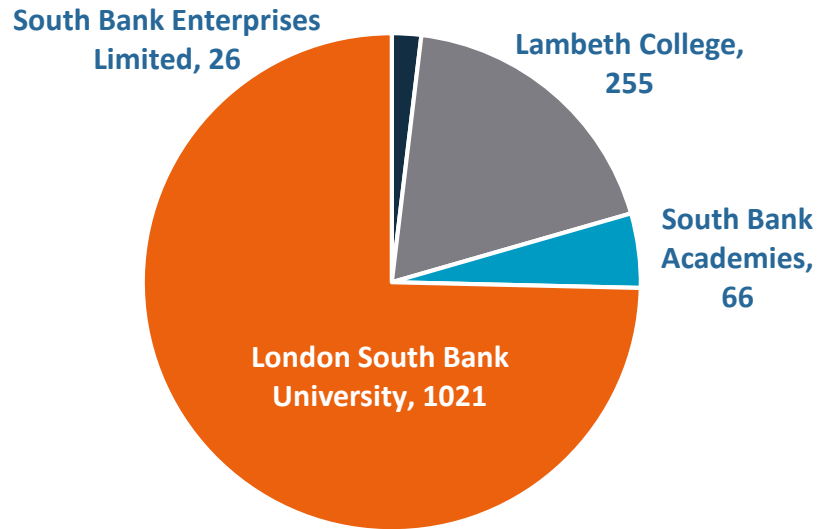
Survey response rate

56%

1368 responses

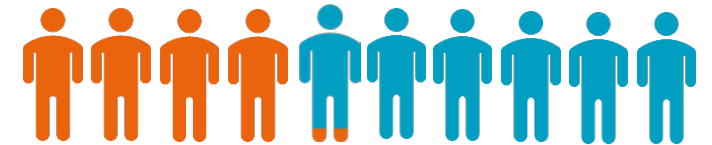


↑ 11 Points above previous



Belief in action

41%



↓ 1 Points below sector average

↑ 1 Points above previous

Level 2 Structure	Rate	Count	Responses
South Bank Enterprises Limited	74%	35	26
Lambeth College	70%	362	255
South Bank Academies	55%	120	66
London South Bank University	53%	1909	1021



Theme summary

Topic	Percent favourable			Diff from sector	Change from 2018
My Role and Environment	61%	18%	20%	-6	-1
Teamwork	63%	19%	17%	+3	+1
Wellbeing	52%	23%	25%	-6	-3
Learning and Development	43%	28%	29%	+2	
Diversity and Inclusion	63%	21%	16%	n/a	+1
My Line Manager	64%	20%	16%	+8	+2
Leadership	39%	37%	24%	-11	-2
Engagement	66%	22%	11%	-4	+5
Working for the LSBU Group	36%	41%	23%	n/a	n/a
Taking Action	41%	31%	28%	-1	+1

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Views differ by entity and role type

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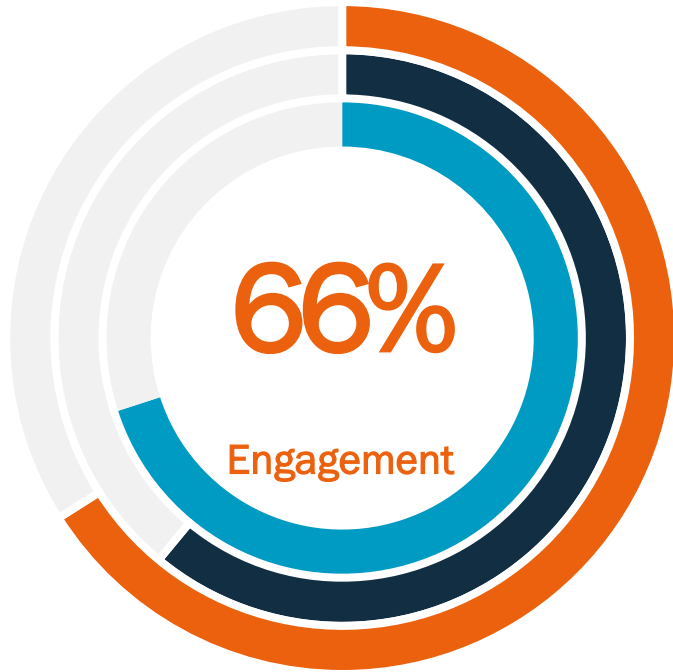
	Overall	London South Bank University	Lambeth College	South Bank Academies	South Bank Enterprises Limited	Overall	Administrative, Professional Service and Technical	Academic/Research	Teaching	Support	Management
No. of Responses	1368	1021	255	66	26	1368	563	484	150	124	47
My Role and Environment	61%	61%	62%	65%	60%	61%	62%	59%	58%	65%	72%
Teamwork	63%	63%	66%	62%	62%	63%	64%	61%	60%	67%	74%
Wellbeing	52%	52%	49%	47%	60%	52%	59%	45%	40%	58%	53%
Learning and Development	43%	45%	36%	45%	53%	43%	42%	48%	35%	34%	54%
Diversity and Inclusion	63%	63%	61%	65%	63%	63%	62%	65%	61%	59%	71%
My Line Manager	64%	63%	66%	72%	69%	64%	67%	58%	62%	67%	85%
Leadership	39%	40%	33%	44%	31%	39%	38%	43%	25%	40%	59%
Engagement	66%	66%	70%	66%	56%	66%	65%	66%	65%	69%	86%
Working for the LSBU Group	36%	34%	47%	41%	35%	36%	34%	33%	36%	56%	52%
Taking Action	41%	40%	47%	39%	31%	41%	39%	41%	35%	55%	55%

Teaching, Support and Management are for Lambeth



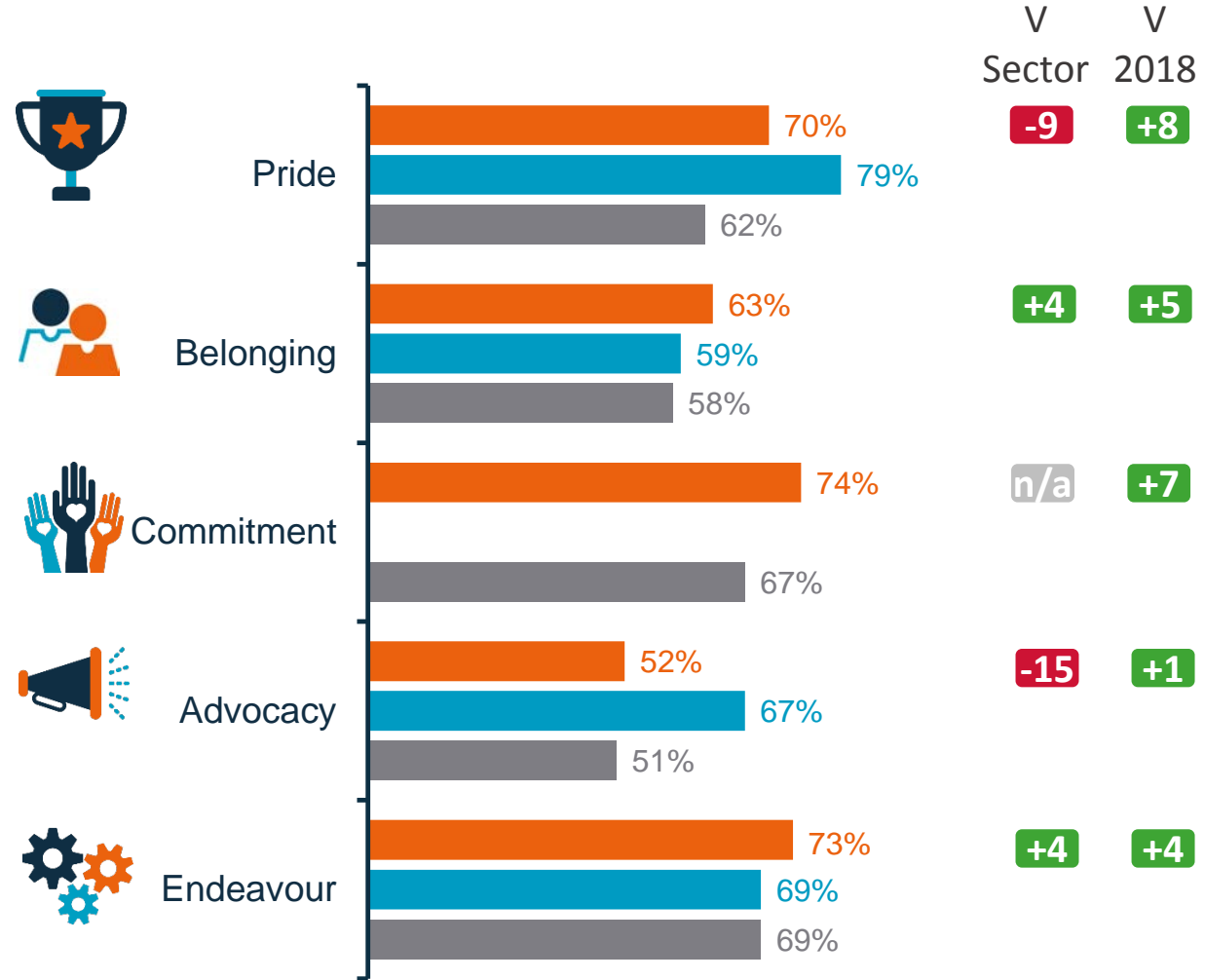
Engagement

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↓ 4 Points below benchmark

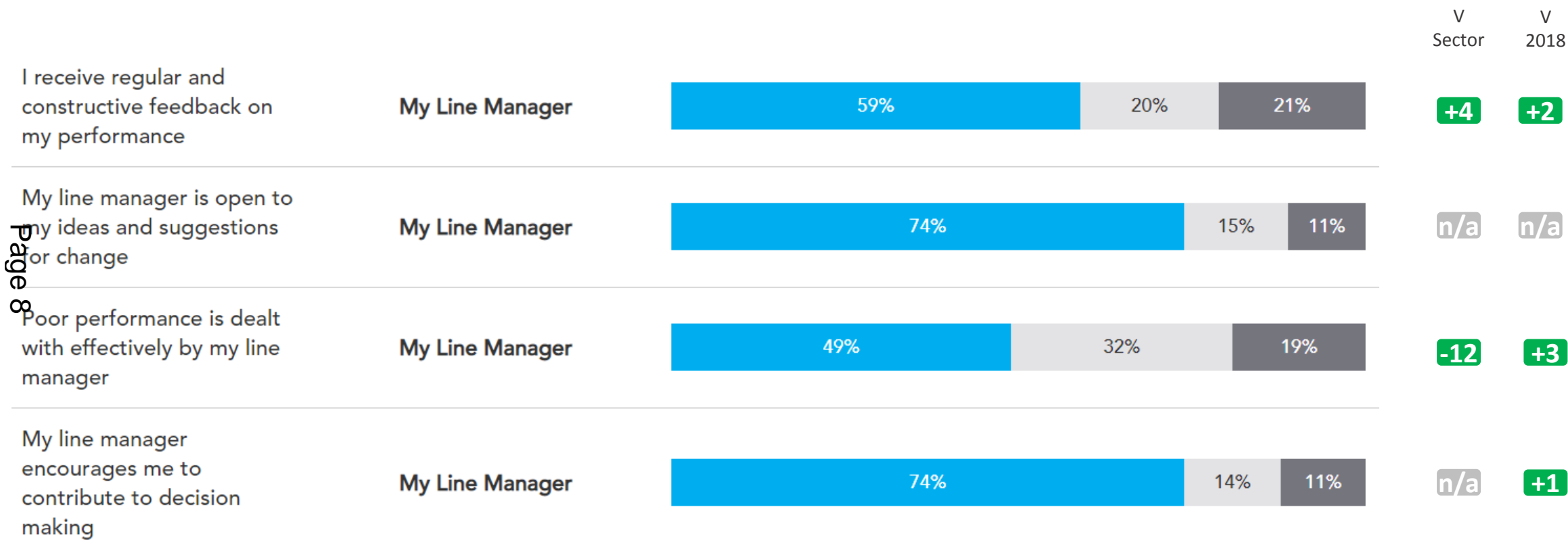
↑ 5 Points improvement since 2018





Line Management

Views on line management feedback and performance management have improved and are above sector norm. Around three-quarters of people feel that line managers are receptive and encourage participation in decisions.

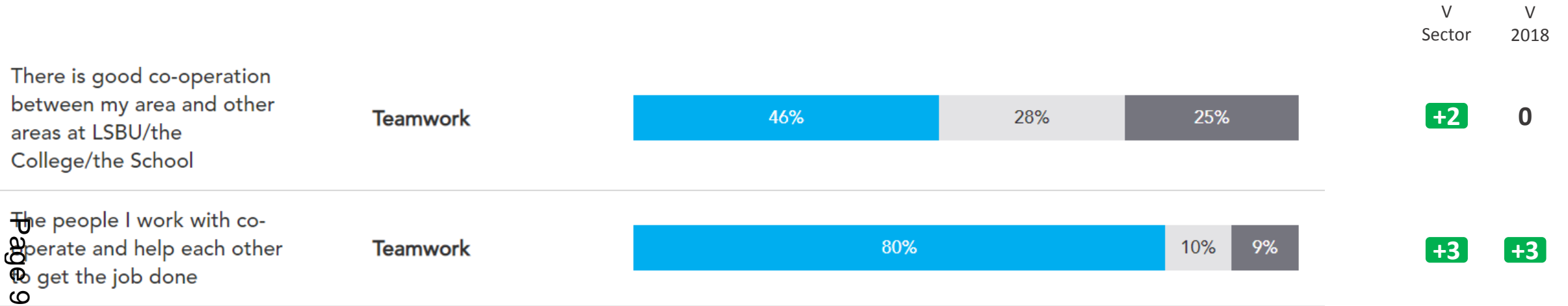


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Teamwork

Fewer than 50% report good cooperation between areas, although this is above the sector norm. People are much more positive about cooperation between individuals that they work with.





Diversity and inclusion

Feedback on D&I is similar / slightly improved compared to last year.

Many lack confidence in the fairness of career progression, but over three-quarters feel they can be themselves / their opinions are valued

Question	Theme	Response favourability			Comparison
LSBU/the College/the School acts fairly with regard to career progression and promotion	Diversity and Inclusion	36%	36%	28%	
I feel my colleagues value my opinions	Diversity and Inclusion	77%	15%	8%	+1
I can be myself at work without worrying about if or how I will be accepted	Diversity and Inclusion	77%	12%	11%	+2

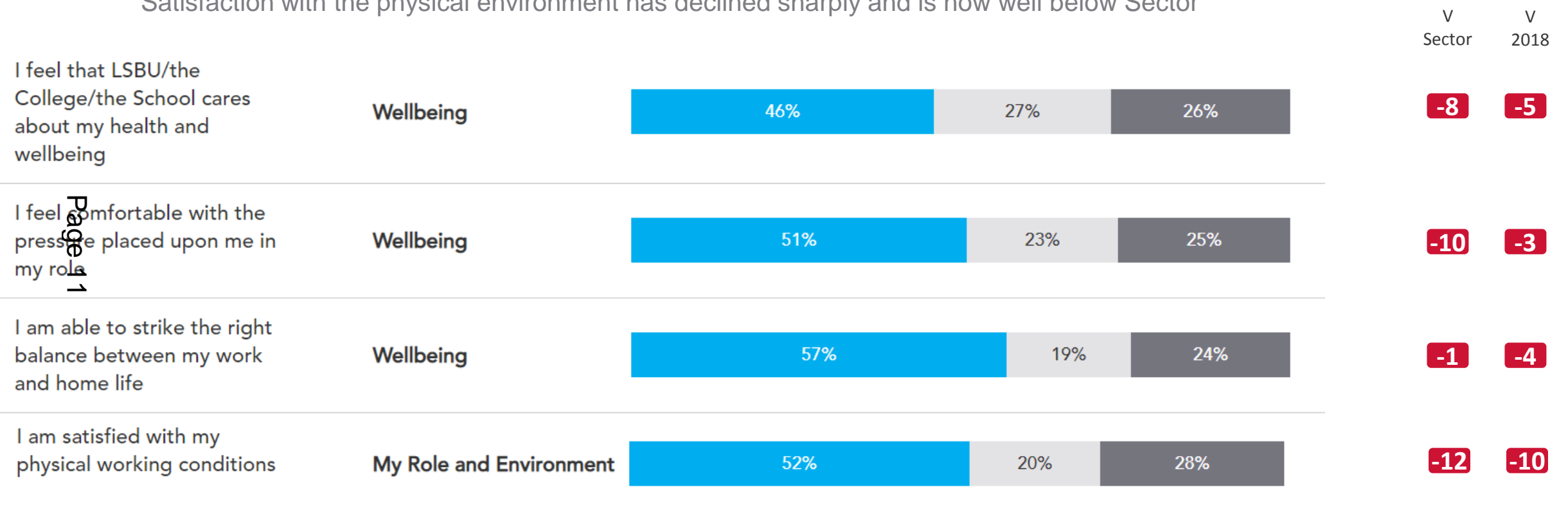


Wellbeing and physical environment

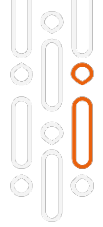
There has been a fall in people feeling that their institution cares about their health and wellbeing, with fewer than half now confident this is the case.

Comfort with levels of pressure experienced has declined and is below the sector norm, as is the sense of work-life balance

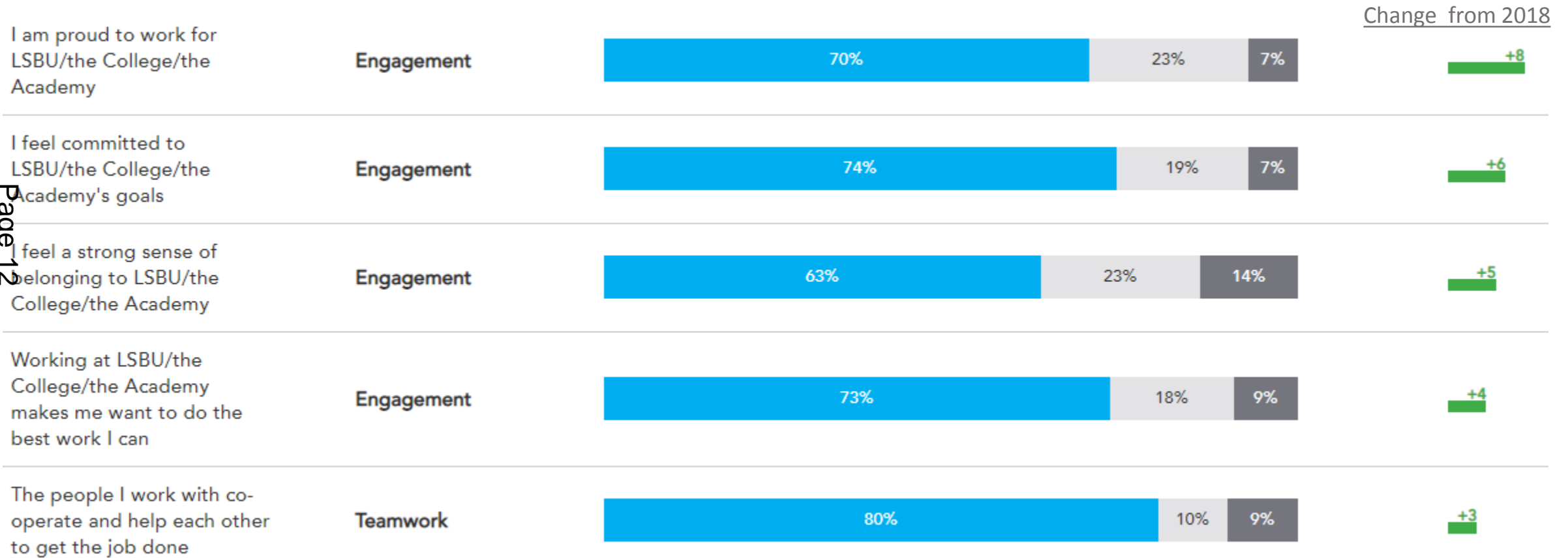
Satisfaction with the physical environment has declined sharply and is now well below Sector



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Compared with LSBU survey in 2018 most improved results



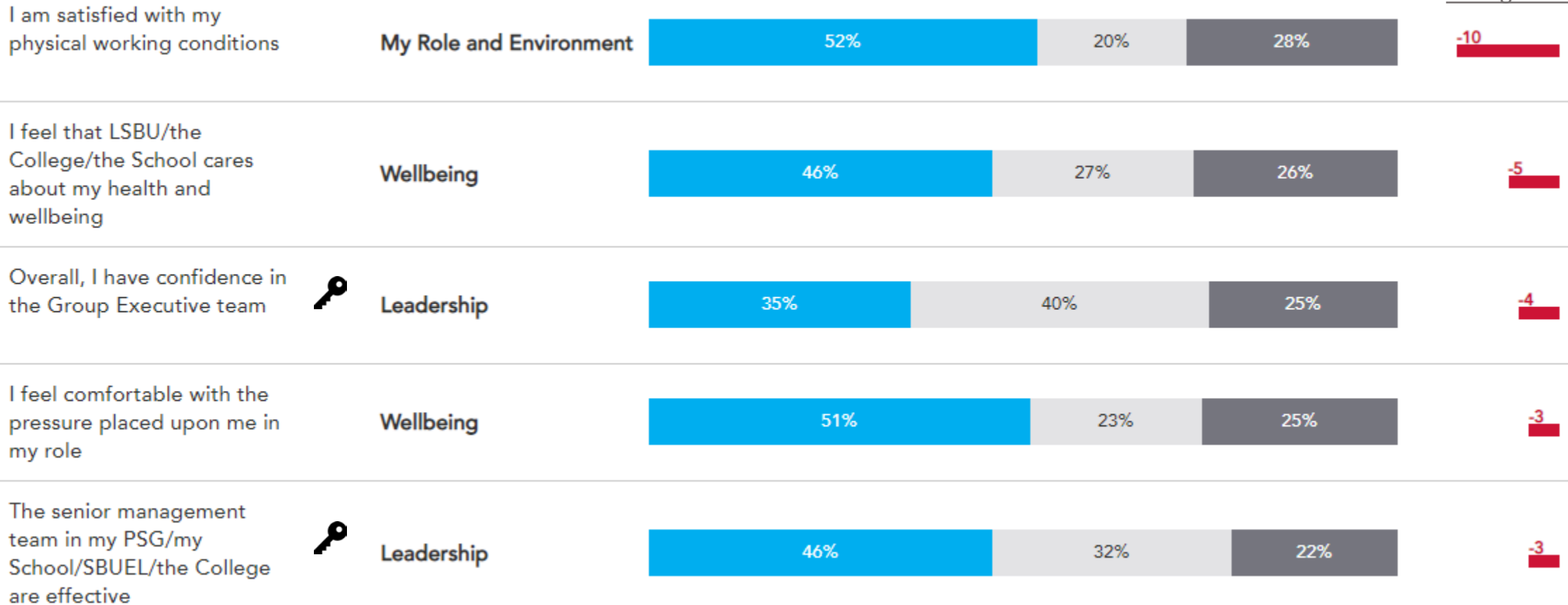


Compared with LSBU survey in 2018

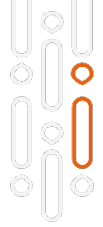
Declines

how people view the physical environment, pressure, wellbeing and senior leadership

Change from 2018



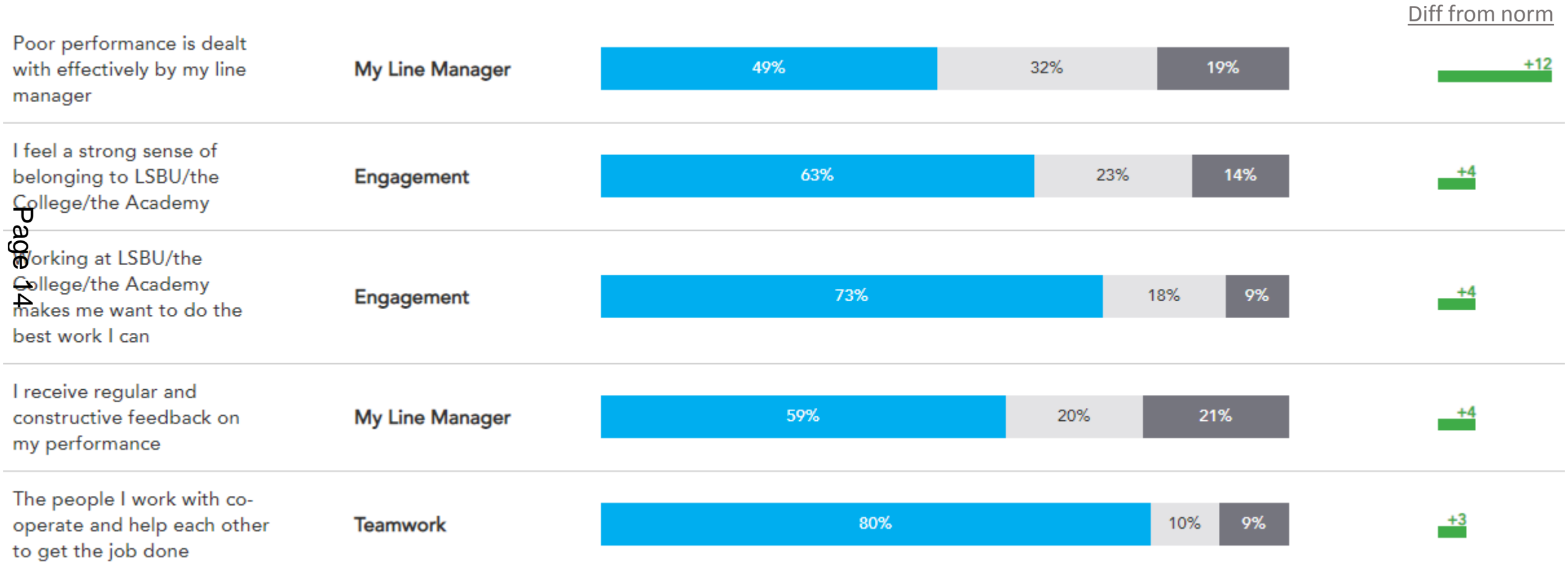
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Compared with other HEI's – top 5

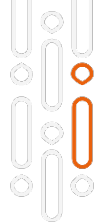
Compared to others in the sector, there is a strong sense of commitment and teamwork.

Although not high in absolute terms, line managers at LSBU are better than those elsewhere at giving feedback and addressing underperformance



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 Key driver of engagement



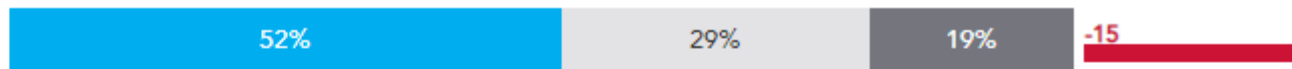
Compared with other HEI's– bottom 5

Fewer than elsewhere would recommend LSBU as a great place to work or feel a sense of pride
Satisfaction with the physical environment and the level of pressure are lower than elsewhere.
Only 35% are confident the LSBU Group Exec

Diff from norm

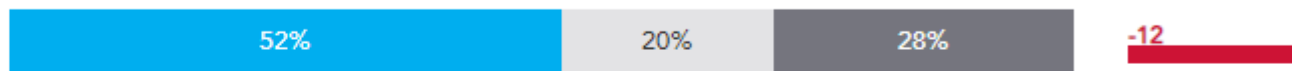
I would recommend LSBU/the College/the Academy as a great place to work

Engagement



I am satisfied with my physical working conditions

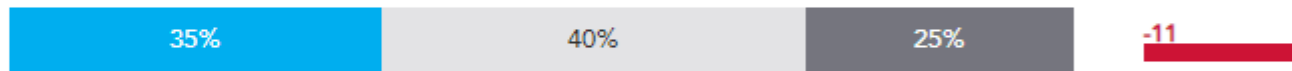
My Role and Environment



Overall, I have confidence in the Group Executive team

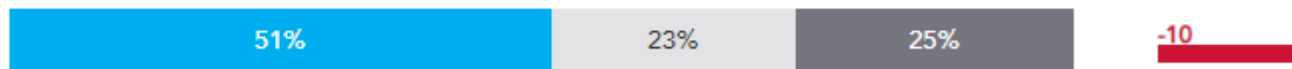


Leadership



I feel comfortable with the pressure placed upon me in my role

Wellbeing



I am proud to work for LSBU/the College/the Academy

Engagement



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Key driver of engagement



What is the best thing about working here?

What are people talking about?

“The shared passion and commitment for students - I feel so proud to work for an organisation that genuinely cares about our students, their well-being and success. I also feel very supported by my line manager, colleagues and the Executive Team (whom I believe operate with integrity).”

“The people and colleagues that work here make the atmosphere, one of the better work places I have worked despite the pay not being great.”

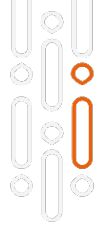
“My line manager is extremely supportive and she always makes me feel really valued!”

“...Diversity of colleagues, students & our local community / having a shared set of values (EPIIC) that I can personally relate to & that are embedded & enacted in our day-to-day practices”

“The work life balance and the flexibility and supportive nature of my team, team leader and department.”

“I enjoy the flexibility of working hours, the training available and the autonomy to manage my own workload.”

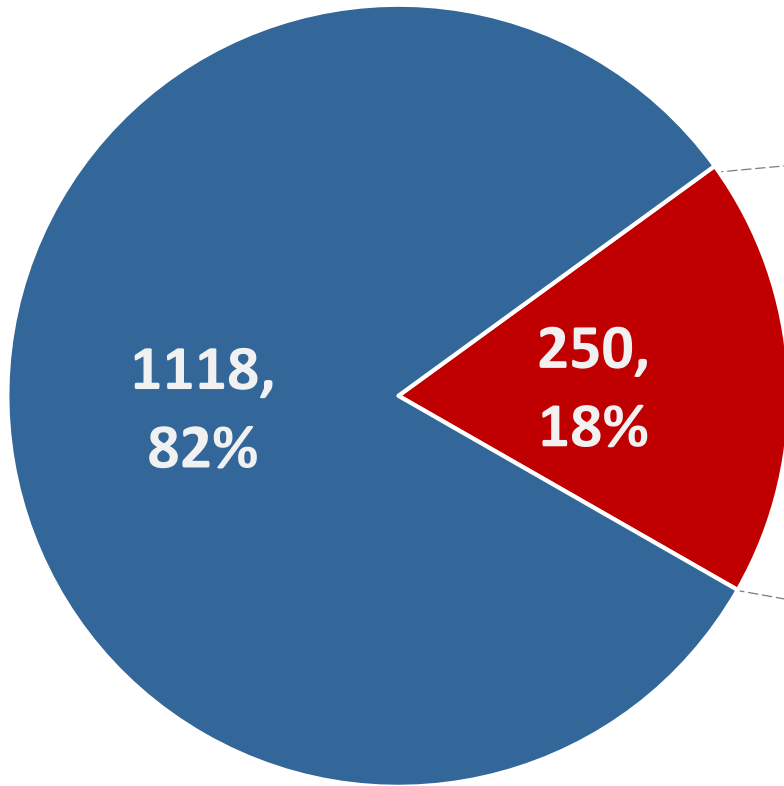
“Firstly, our learners (both LSBU, SBC and SBA). The diversity in our student population needs to be celebrated more. Our learners always impress me and encourage me to do even more. // The opportunity to work with colleagues across the University and the LSBU group, in particular South Bank Academies. Colleagues are very generous with their time and always supportive.”



Harassment and bullying

Across the LSBU Group, 18% (250 people) of those that responded to the survey stated that they had experienced harassment and/or bullying in the last 12 months

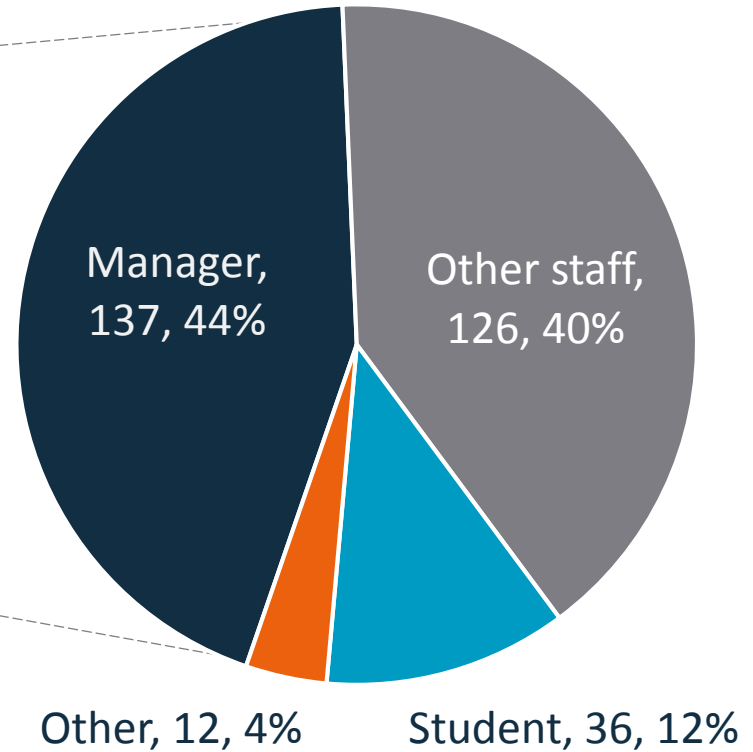
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■ Bullied / Harassed

■ Not Bullied / Harassed

By whom:



Across level 3 units, the proportion of people experiencing bullying/harassment ranges from 10%-23%



Leadership

Confidence in leadership / senior management is slightly lower than in 2018.
 Confidence in the Group Executive is below the levels seen elsewhere.
 A high proportion of people did not report a clear opinion on aspects of leadership.

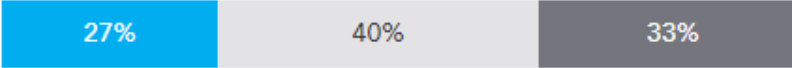

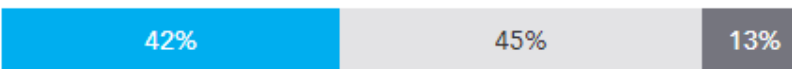

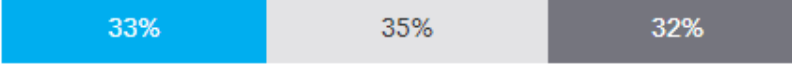
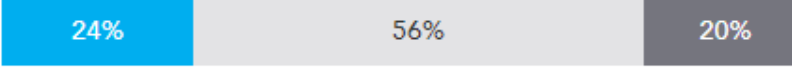
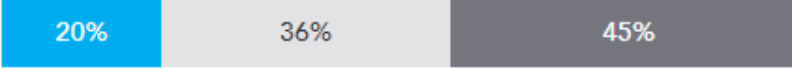
				V Sector	V 2018
The senior management team in my PSG/my School/SBUEL/the College are effective	Leadership	<p>46% (49)</p> <p>32% (31)</p> <p>22% (20)</p>	n/a	-3	
The senior management team in my PSG/my School/SBUEL/the College effectively manages change	Leadership	<p>41% (42)</p> <p>34% (33)</p> <p>25% (25)</p>	n/a	-1	
Overall, I have confidence in the Group Executive team	Leadership	<p>35% (39)</p> <p>40% (36)</p> <p>25% (25)</p>	-11	-4	
The Group Executive team are sufficiently engaged in my PSG/my School/SBUEL/the College	Leadership	<p>34% (32)</p> <p>42% (37)</p> <p>24% (31)</p>	n/a	+2	

Last year results: (xx)



Working for LSBU Group

Many people are still unclear in their views of LSBU Group

Question	Theme	Response favourability
There is good co-operation between my institution and other parts of the LSBU Group	Working for the LSBU Group	
I feel that being part of the wider LSBU Group will be good for LSBU/the College/the Academy	Working for the LSBU Group	
I feel that being part of the wider LSBU Group will be good for me personally	Working for the LSBU Group	
I feel that being part of the wider LSBU Group will improve LSBU/the College/the Academy as a place to work	Working for the LSBU Group	
The LSBU Group strategy is clear to me	Working for the LSBU Group	
I feel a sense of belonging to the LSBU Group	Working for the LSBU Group	
It is clear to me how other parts of the LSBU Group operate	Working for the LSBU Group	



Taking action

Acting on survey results is a top driver of engagement, but fewer than half believe this will happen. Three-quarters of Senior Leaders are confident that action will be taken as a result of the survey.

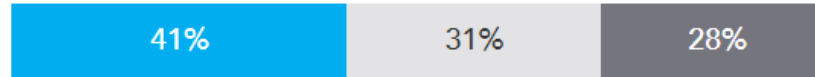
V Sector V 2018

-1

+1

I believe action will be taken as a result of this survey *n = 1368*

Taking Action

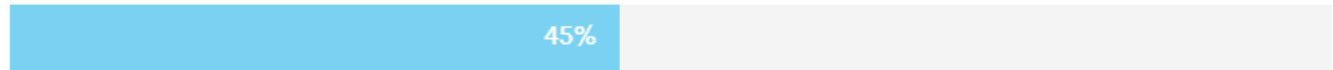


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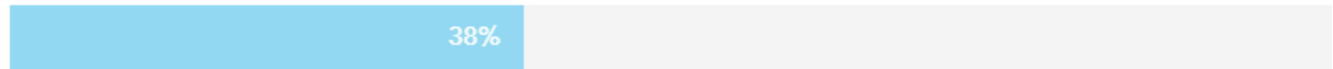
I am a member of the Senior Leadership Team (i.e. Executive,

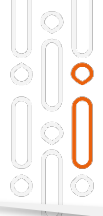


I have line manager responsibility



I do not have line manager responsibility





If within your power, what one thing would you change?

What are people talking about?

“The management culture, which is too authoritarian and not at all democratic / - managerial decisions and processes are not transparent / - management are not accountable when things go wrong (however, lower staff are!)”

“Increasing collaboration opportunities between different schools and colleagues, this is definitely an area I’d love to see investigated and championed further (opportunities for collab are already starting to become more common)”

“Create a clear career development programme for staff, this would help with moral, self-value and staff retention.”

“The physical working conditions are increasingly deteriorating in some corners of LSBU and there is inconsistency in how this is approached.”

“Increase admin and technical support for academics staff / sort the broken link between the timetabling system and workloads and embed accurate time allocation for curriculum reviews, marking / enhance the research and enterprise environment at the university in particular technical and resources for flagship research labs. / give adequate time allowance for research staff some of whom are active in research and yet are required to do 15 hours of teaching under the timetabling system”

“I think the only thing that I would want to change about here, if I could, would be the toilet facilities. They need seriously upgrading, and if possible - students have their own toilets, staff have their own too.”

“Better planning. A lot gets thrown at you at short notice, which makes the workload feel too great at times.”

“Having a clear strategy and the resources to focus priorities to ensure key projects are initiated and finalised, with measurable impacts..”

Summary

- There was a good improvement in participation in the survey – up by 11 percentage points
- Overall, views have improved across five topics, remained unchanged on one and declined on three
- There are differences by entity and role
- Levels of engagement have improved. The sense of belonging and endeavour are higher than is typical in the sector, but pride and advocacy are below norm.
- Key opportunities to improve engagement are around:
 - Inspiring confidence in leadership, management effectiveness and change management
 - acting on employee input
 - caring for health and wellbeing
- Line management effectiveness is seen to be improving, with provision of feedback and management of underperformance above the sector norm
- People are seen to support one another well. Fewer than half feel there is effective cooperation between areas, though this is above norm.
- Most feel valued and able to be themselves, but many lack confidence that career progression is fair.
- People are increasingly concerned about pressure and many do not feel that the university cares about their well-being. Views of the physical work environment have also deteriorated.
- Almost one in five have been bullied/harassed in the last year. This is associated with low wellbeing and low engagement
- Perceptions of leadership have declined since last year and confidence on the Group Executive is below levels typical elsewhere – though many are undecided at this point.
- There is a good deal of uncertainty about the Group
- Many people remain sceptical that findings from the survey will be addressed.



Next steps

- All deans and directors have access to their engagement dashboard which includes an action planning tool
- BPs and OD are providing local support
- Project team set up to further explore experiences of bullying & harassment and develop an action plan, complemented by campaign to remind staff on policy and support available
- Work is underway to scope and commission a senior leadership programme
- Senior leaders workshop schedule for January 21st to address survey findings and agree actions

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