
Invitation to Quote

For

**Southend-on-Sea Borough Council
Residents' Perception Survey 2021
and Employee Engagement Survey
2021**

1. General Requirements

Quotations are invited for the supply of a 'residents' perception survey' and 'employee engagement survey' for Southend-on-Sea Borough Council (the Council) of 1,000 randomly selected households and no less than 2,200 Council employees to measure and benchmark a) resident perception of the borough and council services b) employee engagement and viewpoint around working for the Council. Detailed requirements are defined in section eight.

2. Background

The Council wishes to deliver two linked surveys this year, one targeted at its residents and one targeted at its employees.

2.1. Residents' Perception Survey

The Council last undertook a residents' perception survey in 2019. The proposed 2021 survey is taking place in the context of the Council's 'Southend 2050' programme, which presents a shared vision of the place that Southend could become, and the ongoing pressures of the Coronavirus (COVID-19) global pandemic.

This year, the residents' survey is intended to build on the ongoing work of the Southend 2050 programme (**Appendix 1**), providing insights to the programme about how the ongoing pressures of the Coronavirus (COVID-19) global pandemic have affected residents' experiences, perceptions, and aspirations. The insights gained will allow the aims and outcomes of the Southend 2050 programme to be reviewed in this new context and, where necessary, refreshed, considering the many changes the population of the borough will have experienced since March 2020.

2.2. Employee Engagement Survey

The previous employee engagement (EE) survey 'Your Voice' took place in Autumn 2019 and we are proposing to launch the upcoming survey in Autumn 2021 (between October and November with some degree of flexibility).

The proposed EE survey will be centred around the Council's corporate values and behaviours (Appendix 4), that underpin the way we work and are fundamental to our ability to achieve the outcomes that support residents and local businesses across the borough, in line with the Southend 2050 ambition.

The Council are looking to work with a Supplier that will work collaboratively with the Internal Communications team to plan and produce all aspects of Southend-on-Sea Borough Council's Employee Engagement Survey.

The Supplier will need to have a strong track record in offering strategic guidance on the process, best practise recommendations and collaborative facilitation of high- quality surveys that clearly map out behavioural patterns and sentiments. There is also likely to be the scope to carry out pulse surveys

linked to the wider employee engagement survey between the proposed survey and any future surveys.

3. Objective and Output

The primary objective is to obtain residents' and employees perceptions on a range of issues including:

3.1 Residents' Perception Survey

- Southend-on-Sea as a place
- Satisfaction with Council services
- Prioritising and resourcing Council services in a post-pandemic context
- Their lived experiences during the Coronavirus (COVID-19) pandemic
- How their lived experiences have affected their priorities and aspirations for Council services

3.2 Employee Engagement Survey

- Measuring the understanding of our Southend 2050 ambition and outcomes and the role our staff play in their delivery
- Measuring the understanding and take up of our corporate culture programme (Values and Behaviours) and annual conversations linked to these
- Satisfaction with the council as an employer
- Satisfaction with communication and working conditions
- Equality and diversity data –
- An analysis of findings by equality and diversity strands: by ethnicity, sexual orientation; caring responsibilities, disability, religion, gender, and age

3.3 Residents' Perception Survey

Outputs required include top-line results in Microsoft Excel, together with cross-tabulated data both in Microsoft Excel and PDF formats, at a minimum. Supplier advice will be sought as to the opportunity to provide additional dashboards and / or online table builder functionality. Also, outputs to allow analysis by area at 'localities' level as outlined in section 5 with weighting applied to ensure 95% confidence levels and broken down by specified cross-tabulations that allow representation of the borough's population.

Ownership of all data collected will remain with the Council.

3.4 Employee Engagement (EE) Survey

Outputs required for the EE survey include:

- clear alignment with the Values and Behaviours programme linked to the council's corporate culture (attached at Appendix 2)
- cross-correlation and comparison of the data findings from the previous survey (Autumn 2019)
- Top-line key findings summary documents for whole organisation as well top line findings for the eight service areas
- data findings that are accessible through a portal/dashboard with the ability to review findings down to the granular team level if needed (where teams have 6 or more people)
- strong equality and diversity data that will allow us to identify current and future needs and trends
- benchmarking capability for the supplier to review our data finding against other organisations (a combination of public and private organisations).

Ownership of all data collected will remain with the Council.

For both surveys there will be a requirement for the Supplier to present via online meeting the overall findings from both surveys to the Council's Senior Leadership Network.

4. Timelines

4.1. Residents' Perception Survey

The outline timeline for the Residents' Perception Survey is set out below, although subject to refinement depending on the methodology used.

Activity	Indicative Milestone (all in 2021)	Durations (for our ref only)
Issue tender documents	6 May 21	
Tender submission	20 May 21	2 weeks later
Tender analysis completed by	21 May 21	3 working days later
Award contract	28 May 21	1 week later
Finalisation of questions by	4 June 21	1 week later
Fieldwork begins	14 June 21	1 week later
Reminder letter/email/TBC	28 June 21	2 weeks later
Fieldwork ends	12 July 21	4 weeks since it began
Topline findings	26 July 21	2 weeks after fieldwork ends
Full reporting	9 August 21	2 weeks later
CMT presentation meeting	TBC	TBC

4.2. Employee Engagement Survey

Activity	Indicative Milestone (all in 2021)	Durations (for our ref only)
Issue tender documents	6 May 21	
Tender submission	20 May 21	
Tender analysis completed by	21 May 21	
Award contract	28 May 21	
Finalisation of questions by	6 September 21	
Fieldwork begins	4 October 21	
Reminder letter/email/TBC	18 October 21	
Fieldwork ends	31 October 21	
Topline findings	15 November 21	
Full reporting	6 December 21	
CMT presentation meeting	TBC	TBC – ahead of the new year in line with circulating the 'Team Challenge' in January 2022
SLN presentation meeting	TBC	TBC – ahead of the new year in line with circulating the 'Team Challenge' in January 2022

DMT presentation meeting (Internal Communications team to lead independantly)	TBC	
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5. Methodology

5.1. Residents' Perception Survey

The survey must adhere to standard survey methodology in line with the Local Government Association (LGA) 'Are you being served?' question set and guidance to ensure a sample frame that is large enough to provide statistically significant results. The Council requests a sample size of c. 1000-1500, providing confidence levels of 95% to within + or – 3%. This enables benchmarking with other local authority residents' surveys, including via the LGA's LG Inform portal, and with previous Council surveys.

All respondents must be over 18 and resident in the local authority area. The sample must be demographically representative of the range of Southend residents and the four localities of Southend as set out below.

- West (Eastwood Park, Belfairs, West Leigh, Leigh wards).
- West Central (St Laurence, Blenheim Park, Prittlewell, Westborough, Chalkwell, Milton wards).
- East Central (St Lukes, Victoria, Kursaal wards).
- East (Southchurch, Thorpe, West Shoebury and Shoeburyness wards).

While we request standard survey methodology in line with LGA benchmarking criteria, we are looking for professional advice, recommendations and a clear cost analysis from the Supplier on the most appropriate methodology (or mixed methodologies) given the proposed timeline.

5.2. Employee Engagement Survey

The survey must be available in both postal and email formats. As a guide, the 2019 survey had 11 pages of questions.

Our staff population is made up of Council employees, Adult Community College employees and agency staff (we estimate no less than 2,200 staff).

We will be seeking clarity on the following areas:

- What systems will be used to develop, process and monitor the employee engagement survey?
- How will the data be stored to ensure that confidentiality is adhered to?

- Can the previous employee engagement data be incorporated to review any themes or trends?
- Can you provide a detailed summary of which staff will be involved in each stage of the process and what their specific roles are?
- Can you provide a clear description of the format, and content and nature of the reports that will be produced/ presentations that will be shared with the corporate management teams and senior leaders.
- Provide a template copy of the survey along with business reply envelopes for staff to return completed surveys if paper copies are required.
- Provide a mechanism to enable response rates to be checked frequently (potentially daily) during the course of the survey period down to service group level.
- Provide advice and support to staff during the survey period, for example, providing frequently asked questions and a help line (or equivalent).
- Ensure paper copy responses are combined with on-line responses (including data entry where required).
- Provide a collated report on comments, categorising by theme.
- Customise reporting to the Council's requirements (see 'Reporting required').
- Pulse or 'always on' model to support the annual / 18 month survey in the intervening months.

6. Questionnaires

6.1. Residents' Perception Survey

The Council's proposed questionnaire is provided with this specification (**Appendix 2**) and sets out draft themes and questions for the survey, with the standard LGA questions and 2019 questions that we wish to ask again highlighted. Questions will be subject to further discussion and refinement with the selected Supplier in line with the proposed timeline and accompanied by contextual commentary, where necessary. The survey may include several open-ended questions asking respondents about any other issues they wish to comment on.

Where postal surveys are the chosen methodology, a covering letter and pre-paid addressed white envelope must be enclosed with the questionnaire and reminders sent out at pre-agreed intervals. The questionnaire front page must be in colour, with subsequent pages in black and white print. All correspondence, including the questionnaire and envelopes must include the Council's logo and used in compliance with our branding guidelines, details of which will be issued to the chosen Supplier.

The questionnaire must have a user-friendly design, with a minimum font size of 12 point and be available, upon request, in alternative format text, languages or via a telephone helpline for those with additional accessibility needs.

6.2. Employee Engagement Survey

The proposed employee engagement survey is provided with this specification (**Appendix 4**) and sets out draft themes and questions for the survey, with the 2019 questions that we wish to ask again. The questions are under review with our equality and diversity colleagues with a view of finalising by September 2021.

The survey must also have a user-friendly design, with a minimum font size of 12 point and be available, upon request, in alternative format, i.e., printed copy.

7. Service and Scope

The general requirement for the selected Supplier will be to undertake all project management activities associated with the employee and residents' perception surveys. Specific requirements include:

- Questions are to be agreed between the Council and the Supplier and finalised in writing no later than as set out in the timeline.
- Provide advice and recommendation of the most suitable survey methodology given the specification requirements, consideration of cost and timeline.
- Provide innovative ideas for implementing the survey in line with local circumstances, the Southend 2050 programme, the impacts of the Coronavirus (COVID-19) pandemic and evolving residents' engagement techniques.
- Demonstrate steps that will be taken to increase the response rate, including ways to increase responses from potentially under-represented groups.
- Outline timescales for each stage of the process, including a cut-off date for questionnaires (if applicable).
- Identify a random sample of no less than 1,000 randomly, demographically representative, households.
- Capture 'opt-in' information of random sample households for further consultation and engagement activity. Supplier guidance on the most appropriate method of obtaining this information and maintaining anonymity is sought.
- Provide analysis and coding of three to five open-ended questions, with a limit of 100 words for each question, including the raw data for all responses.
- Provide regular weekly progress reports to outline the number of returned questionnaires, the cumulative response rates and details of any emerging issues.

- Send survey reminders at pre-agreed intervals, the exact amount to be agreed no later than the finalisation of questions stage and dependent on the chosen methodology.
- Ensure that the survey is conducted in line with the Market Research Society Code of Conduct and Data Protection legislation, including the General Data Protection Regulation.
- Undertake data analysis and apply a weighted schedule using variables to include age, gender, ethnicity and social grade.
- Provide a cross tabulation report by weighted schedule variables, including demographic information and the four localities as outlined.
- Provide top-line results for the local authority area and disaggregated results at localities level, including base figures in Microsoft Excel format.
- Support the Council to utilise (if applicable) LG Inform ([Home | LG Inform \(local.gov.uk\)](#)) and benchmark results where possible with other local authorities, locally and nationally.

8. Contract Management

The successful bidder must designate a senior manager as the Contract Manager to oversee the running of this Contract. They will undertake a minimum of monthly update meetings to start with but could be scaled back as agreed.

The successful bidder is required to proactively partake in review meetings / conference calls with the Council. These will form part of the monthly review meetings as required. The purpose of these review meetings / conference calls is to ensure compliance to the contract and to discuss any issues regarding the Contract.

Responsibilities of the successful bidder's Contract Manager will include but will not be limited to:

- Ensuring that all work is carried out in accordance with the requirements of the Contract
- Discuss financial aspects relating to the Contract
- Monitoring and reporting to the Council on the provisioning of the contract when required by the Council.
- The successful bidder must at all times consult fully with the Council and keep the Council fully informed of all issues immediately in writing which could have a negative effect on the running of the contract. In addition, as and when requested by the Council, the successful bidder shall liaise with and provide all such information as the Council may reasonably require and which is in the successful bidder's possession and control.

The Point of Contact for the Council is: **Nicola Spencer**

The Council's Contract Manager reserves the reasonable right to convene a meeting with the successful bidder's designated Contract Manager at any time.

The Council reserves the right to change its own Contract Manager without notice to the successful bidder.

The successful bidder will ensure that it resolves all queries raised by the Council's Contract Manager within 48 hours.

The relationship between the successful bidder and the Council must be established as a working partnership with close liaison and discussion being a regular feature of the Contract.

9. Contract Length and Budget

This contract will be in place from 28 May 2021 to 31 January 2022 with an option to extend for up to 12 months or any part thereof.

The value of this contract will be up to £25,000.

10. Enquiries and Quotation Submissions

Bidders should note that all clarification questions must be made in writing (including email). The Council at their discretion reserves the right to circulate any response to all suppliers. All clarification questions must be clearly marked CLARIFICATION with the question and Supplier details clearly set out. Any clarification questions from the Supplier to the Council should be sent to nicolaspencer@southend.gov.uk

To allow information to be circulated in time, the deadline for receiving clarification questions is 14:00hrs on Thursday 13th May 2021.

The quotation return date is 14:00hrs on Thursday 20th May 2021.

Quotations should be submitted by email to Nicolaspencer@southend.gov.uk (you are recommended to request confirmation of receipt). Please use the title 'employee engagement and residents' perception surveys quotation' when submitting your response.

11. Evaluation of Quotations

All quotations will be subjected to a thorough evaluation. The Council will examine quotations for completeness and may seek clarification where necessary. A quotation determined to be incomplete or not substantially fulfilling the conditions in this document will be rejected.

- Technical (Quality) evaluations will be conducted, based on the information submitted in Section A. in writing, as part of this quotation submission.
- Commercial (Price) evaluations will be conducted, based on the information submitted in Section B, in writing, as part of this quotation submission.

12. Award Criteria

The Council does not bind itself to accept the lowest priced quotation, or any quotation for this service. The Council will have no obligation to Suppliers arising from this quotation unless and until it enters into a formal contract with the successful Supplier for the provision of the goods and/or services that are subject to this Quotation document. Any contract awarded will be to the Supplier whose proposal is determined to be the most economically advantageous.

40% PRICE ALLOCATION: To be detailed within this written quotation submission, by the Supplier. It is the requirement of the Council to maximise the budget available for this project. The Quotation is accepted on a “Fixed Price” basis and the Supplier will not be entitled to claim any additional payments or expenses including but not limited to any increase in the price of the service and / or cost of, or incidental to, the employment of labour. The prices included in the Quotation shall be the maximum payable by the Council for the duration of the contract.

Pricing Evaluation (40%) – Using the Prices submitted by Suppliers a percentage will be allocated to the total cost as follows:

- Score = (Lowest Price Quotation / Your Price) * 40%
- The Table below gives an example of how the methodology works when applied to contract prices. The prices used here are examples of the pricing methodology and do not reflect any expectation of this contract in relation to any aspect of the pricing.

	Bid A	Bid B	Bid C	Bid D
Programme Price	£250	£500	£300	£250
Points Score	40%	20%	33.33%	40%

The scores awarded in the example table to Bid A and Bid D is calculated as follows:

- Bid A and Bid D with the lowest contract price in relation to the other bids are awarded the score of 40. The applied methodology gives a calculation as follows: $(£250 / £250) \times 40\% = 40.00\%$
- Bid B with the highest contract price in relation to the other bids is therefore the lowest scoring bid in the pricing section, awarded 20%. The applied methodology arrives at this score through a calculation as follows: $(£250 / £500) \times 40\% = 20\%$.

60% QUALITY ALLOCATION: To be detailed within this written quotation submission, by the Supplier, in Section A (Technical Questionnaire).

Evaluation of Responses will be carried out on an individual question basis. Grade labels and definitions are as follows:

SCORING MATRIX		SCORE
Unacceptable / not answered	Question not answered – and / or – Response to the question significantly deficient – and / or - raises fundamental concerns regarding the organisation’s ability to successfully deliver the Contract. Answer does not provide satisfactory evidence as to the organisation’s capability to deliver the contract successfully.	0
Poor	A response that is inadequate or only partially addresses the question. Response provides only limited evidence as to the organisation’s capabilities to deliver the contract successfully. Raises a large number of concerns and/or includes a large number of informational deficiencies. Does not raise any fundamental concerns regarding the organisation’s ability.	1
Acceptable	An acceptable response submitted in terms of the level of detail, accuracy and relevance. Answer provides an average level of evidence as to the organisation’s capability. The response raises some concerns and/or includes a significant number of informational deficiencies. Does not raise any fundamental concerns regarding the organisation’s ability.	2

Good	A good response in terms of the level of detail, accuracy and relevance. The information provides good evidence of the ability of the organisation to deliver the Contract successfully; but does raise minor concerns and/or includes deficiencies around some of the information provided in the response. Does not raise any fundamental concerns regarding the organisation's ability.	3
Very Good	A very good response in terms of the level of detail, accuracy and relevance. The information submitted provides significant evidence of the ability of the organisation to deliver the Contract successfully. However, the response lacks a level of detail needed for full marks. The response raises no fundamental concerns regarding the organisation's ability.	4
Excellent	An excellent response in terms of the level of detail, accuracy and relevance. The level of information provided is comprehensive and evidences strongly an assurance as to the organisation's capability to deliver the contract successfully. The response raises no concerns and has no information deficiencies.	5

TECHNICAL QUESTIONNAIRE

Please note that page limits are on the basis of font Arial 11 and also include charts, diagrams, tables etc. Additional appendices are not permitted.

1. Demonstrable understanding of the brief & subject area

Please confirm the approach that your organisation will employ to the Council to deliver this contract.

Your response should include but not be limited to

- Demonstrate understanding of the brief and subject area, including survey methodology.
- Technical merit, including details (CV) of staff that will be involved in the project.
- Ability to complete work within the given timeline, including evidence of delivering similar services in the past.
- Added value i.e., comparative approach and interpretation.

The Page Limit in response to Question 1 is 5 Pages (excluding CV's).

(Weighting = 60%)

13. Costs 40%

Costs should be broken down with a full description of each component and its associated time and costs to cover preparation, implementation, reminders, analysis and reporting.

13.1. Residents' Perception Survey

Bid A – a postal methodology approach.

Bid B – a telephone methodology approach.

Bid C – an online methodology approach.

Bid D – a face-to-face methodology approach.

Bid E – a mixed methodology approach.

Component description	Delivered by	Cost (£)				
		Bid A	Bid B	Bid C	Bid D	Bid E
Project management of a residents' perception survey.						
Sending out a pre-survey communications and reminders.						
Printing costs (where applicable), including a colour front page and black and white questionnaires.						
Questionnaire provision in alternative formats, languages and a						

Component description	Delivered by	Cost (£)				
		Bid A	Bid B	Bid C	Bid D	Bid E
telephone support service.						
Provision of (upon request) a telephone translation service.						
Topline report and a full report of key findings, including an executive summary.						
Corporate Management Team (CMT) presentation by the Supplier.						
Sending a two-page summary of key findings to all respondents.						
Follow up qualitative work enhancing engagement of under-represented groups.						
Any other associated components note noted above – please specify.						
Total cost (£)						

13.2. Employee Engagement Survey

Bid A – a postal methodology approach.

Bid B – a telephone methodology approach.

Bid C – an online methodology approach.

Bid D – a face-to-face methodology approach.

Bid E – a mixed methodology approach.

Component description	Delivered by	Cost (£)				
		Bid A	Bid B	Bid C	Bid D	Bid E
Project management of a residents' perception survey.						
Sending out a pre-survey communications and reminders.						
Printing costs (where applicable), including a colour front page and black and white questionnaires.						
Questionnaire provision in alternative formats, languages and a telephone support service.						
Provision of (upon request) a telephone translation service.						
Topline report and a full report of key findings, including an executive summary.						
Corporate Management Team						

(CMT) presentation by the Supplier.						
Sending a two-page summary of key findings to all respondents.						
Follow up qualitative work enhancing engagement of under-represented groups.						
Any other associated components note noted above – please specify.						
Total cost (£)						

The Council is not bound to accept the lowest priced or any quote and shall not be bound to accept the supplier as sole supplier. Prices quoted shall remain firm for the duration of the contract. Value Added Tax (VAT) should be shown separately, and the VAT registration number given.

14. Appendices

Appendix 1 – Southend 2050

During 2018, the Council embarked on a major engagement exercise with key local stakeholders to develop a shared and jointly owned ambition for Southend in 2050. Its purpose was to shape a long-term vision for the borough whilst providing a focus on shorter-term outcomes deliverable by the Council, its partners and local communities. The resulting ambition aims to articulate not only the visible changes to our environment but also highlight the more fundamental effects on people lives – essentially capturing how it could feel to live, work or visit Southend-on-Sea in the future.

Southend 2050 is the borough's ambition for the future. It was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality. You can read all about it here: [Southend 2050 – Southend-on-Sea Borough Council](#)

OUR SHARED AMBITION The year is 2050. How does our borough, Southend-on-Sea, look and feel? Inevitably the place has changed a lot since the early years of the century, but we've always kept sight of what makes Southend-on-Sea special. Prosperous and connected, but with a quality of life to match, Southend-on-Sea has led the way in how to grow a sustainable, inclusive city that has made the most of the life enhancing benefits of new technologies. It all starts here – where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity – a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.

The Southend 2050 Ambition was co-created with residents, local groups, partners and businesses. The outcomes cannot be effectively delivered only by Southend-on-Sea Borough Council. As the process moves to co-designing proposals, co-production and delivery engaged and empowered citizens and partners are required to make the outcomes a reality.

The diagrams below demonstrate the 2050 ambition, themes and outcomes that the Council and its partners will prioritise over the short, medium and long term.



Appendix 2 – Southend Council’s Values and Behaviours

To deliver the Southend 2050 ambition and outcomes the council needs to be more agile, more efficient, more entrepreneurial and more engaged with residents and customers.

Through a variety of Transforming Together staff workshops and drop-in sessions, hundreds of you have told us what you feel our values should be and how we should behave. This has enabled us to develop a set of values and behaviours for the organisation.

Our values drive the way we influence others, how we talk to each other, how we work together to achieve outcomes and how we behave.

Our behaviours are about how we conduct ourselves. They demonstrate how we expect people to treat others, how we expect to be treated and the way we should react to others and our environment.

southend on sea
BOROUGH COUNCIL

Working to make lives better
www.southend.gov.uk

Values:

- INCLUSIVE**
WE PUT PEOPLE AT THE HEART OF WHAT WE DO
- COLLABORATIVE**
WE WORK TOGETHER
- HONEST**
WE ARE HONEST, FAIR AND ACCOUNTABLE
- PROUD**
WE ARE PROUD TO MAKE LIVES BETTER

More details at: seattle/Pages/Values-And-Behaviours.aspx

BEHAVIOUR 1	BEHAVIOUR 2	BEHAVIOUR 3	BEHAVIOUR 4	BEHAVIOUR 5
<p>Driving positive change</p> <p>We have a future focused workforce that can easily respond to different and changing demands. Everyone has a positive attitude so that they adapt to the pace of change. We embrace new technologies and new ideas.</p>	<p>Trust and respect</p> <p>We create mutual trust and remove barriers to help develop a highly collaborative and respectful team. We value feedback and listen to other people's opinions.</p>	<p>Demonstrating strong leadership</p> <p>Strong leaders lead by example and through their behaviours and professional approach to work. They encourage team motivation and achievement. They actively challenge bad behaviour, respect other people's views and are open transparent and supportive.</p>	<p>Acting with integrity and behaving responsibly</p> <p>We expect staff to take ownership of their work, to take responsibility for their actions and decisions and to be accountable for their performance and development. Acting with integrity and behaving responsibly is key to ensure the Council and its staff achieves an excellent reputation with residents' partners and businesses.</p>	<p>Building relationships to work well together</p> <p>We work with each other to reach common goals; sharing information, supporting colleagues, welcoming feedback, building good relationships and partnerships to improve productivity and effectiveness. We apply an inclusive approach to staff, customers, residents and the community as a whole to deliver efficient and effective services.</p>
1	2	3	4	5

	<p>BEHAVIOUR 1: Driving positive change</p> <p>Unsatisfactory – Focus on problems; put up barriers; criticise new ideas/ways of working; and support outdated methods.</p> <p>Satisfactory – Demonstrate flexibility; positive attitude; encourage new ideas; and seek new technology.</p> <p>Good – Drive change; review and question; open to new ideas; and embrace digital technologies.</p> <p>Excellent – Lead and promote change; identify innovative new solutions; sensible risks and good judgement; gain commitment from others.</p>
	<p>BEHAVIOUR 2: Trust and respect</p> <p>Unsatisfactory – Inconsistent and unreliable; defensive &/or confrontational; little effort to understand alternative views; and abuse trust or misuse resources.</p> <p>Satisfactory – Avoid blame; fulfil my responsibilities; listen carefully to others; and take responsibility for decisions.</p> <p>Good – Use positive and constructive feedback; trust colleagues; actively listen and encourage ideas; and provide clear rationale for decisions.</p> <p>Excellent – Seek out feedback to drive excellence; seek out expertise; empower others; and encourage others to make decisions using sound judgement.</p>
	<p>BEHAVIOUR 3: Demonstrating strong leadership</p> <p>Unsatisfactory – Use status to control; ignore bad behaviour/poor performance; not approachable; and allow personal feelings to cloud judgement.</p> <p>Satisfactory – Demonstrate V&B and inspire; challenge bad behaviour; fair and consistent; and give recognition for good performance.</p> <p>Good – Motivational & optimistic; address difficult situations; self-aware of development needs; and utilise skills/knowledge of others.</p> <p>Excellent – Encourage innovation, change and improvement; recognise & reward good behaviour; listen and respond to constructive feedback; and encourage others to develop and progress.</p>
	<p>BEHAVIOUR 4: Acting with integrity and behaving responsibly</p> <p>Unsatisfactory – Negative or aggressive; disrespectful discriminatory behaviour; manage time poorly; and don't take responsibility for actions.</p> <p>Satisfactory – Challenge unhelpful/poor behaviour; respect cultures, beliefs, opinions; ownership of tasks; acknowledge mistakes and work to resolve them.</p> <p>Good – Open to challenge; engage with others to understand needs; work with others to deliver tasks; and take accountability for my performance.</p> <p>Excellent – Positive approach to challenge; encourage positive attitudes and value diversity; creative in managing priorities and workload; and develop new skills and ways of working.</p>
	<p>BEHAVIOUR 5: Building relationships to work well together</p> <p>Unsatisfactory – Deliberately exclude others; demotivate those I'm working with; being judgemental; talking over people; and resist working with different perspectives/backgrounds.</p> <p>Satisfactory – Collaborative working and knowledge sharing; build strong relationships; evidence based decision making; and actively listen to understand needs/ideas.</p> <p>Good – Share skills and knowledge and support others; show empathy and understanding; understand needs and priorities of others; and communicate regularly using a style best suited to audience.</p> <p>Excellent – Cohesive approach to service delivery; restore positive relationships; seek out insight and feedback; and seen as a role model for high quality communication/ relationships.</p>

Appendix 3 – 2021 Draft Survey Questions

LGA questions and those asked in previous residents' surveys in 2011-2019 highlighted.

1.

- Overall how satisfied or dissatisfied are you with your local area as a place to live? (LGA & 2019)
- To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together? (LGA & 2019)
- How safe or unsafe do you feel when outside in your local area during the day? (LGA & 2019)
- How safe or unsafe do you feel when outside in your local area during after dark? (LGA & 2019)
- Are you likely to be living in Southend in...2 years time, 5 years time, 10 years time (2019)

Thinking about your local area, to what extent do you agree or disagree with the following statements? : There are good relations between older and younger people in my local area, There are good relations between different ethnic and religious communities in my local area, People in this neighbourhood pull together to improve the neighbourhood,

2. Overall satisfaction with the Council

- Overall, how satisfied or dissatisfied are you with the way Southend Council runs things? (LGA & 2019)
- To what extent do you agree or disagree that Southend Council provides value for money? (LGA & 2019)
- To what extent do you agree that Southend Council acts on the concerns of local residents? (LGA & 2019)
- To what extent do you agree that your council keeps residents informed about what it is doing? (LGA & 2019)
- Which reason if any best describe why you feel very well/fairly well informed/not informed about your council. (LGA)
-
- Overall, how well informed do you think your local council(s) keeps residents about the services and benefits it provides? (LGA & 2019)
- How satisfied or dissatisfied are you with the way your local council is supporting you and your household during the coronavirus pandemic? (LGA)
- How well informed do you think Southend-on-Sea Borough Council has been keeping its residents since the Coronavirus (COVID-19) pandemic began?
- How well or not is your council managing to keep its services running as normal during the coronavirus pandemic? (LGA) Do you agree or disagree that you can influence decisions affecting your local area (2019)?
- Have you contacted the Council in the last 12 months? (2011 survey). If so:
 - How (person, phone, letter, email, website, social media)
 - Reason (report an issue, advice, service request, complaint)
 - Satisfaction (options provided)

Plans for the future

Are you likely to be living in Southend in

Commented [KB1]: @Nicola Spencer It looks like you added this in but it isn't finished?

Commented [KB2R1]: @Nicola Spencer Do you want to amend this before i send it out? I leave at 3pm today and i am on leave tomorrow so if you could get back to me before then please that would be great :-) Thank you.

Appendix 4 – 2019 ‘Your Voice’ employee engagement draft survey questions

Your Voice

Q1. How satisfied are you in your present job? Please mark [X] in one box only
Very satisfied, Fairly satisfied, Neither satisfied nor unsatisfied, Fairly unsatisfied,
Very unsatisfied

Our Ambition and Values

Q2. To what extent do you agree or disagree with the following statements about the Council's ambition? Please mark [X] in one box only in each row:

- I understand the Council's mission statement of 'Working to make lives better'.

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- I understand the Southend 2050 ambition

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- I understand how my work contributes to the Southend 2050 ambition

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

Q3. To what extent do you agree or disagree that as a Council..? Please mark [X] in one box only in each row

- We are inclusive and put people at the heart of what we do

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- We are collaborative and work together

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- We are honest, fair and accountable

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- We are proud to makes lives better for our citizens and borough

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Good customer care is at the heart of everything we do

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- We support, trust and respect each other

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- We value the contribution of all our people

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Have you seen a change in your colleagues and managers since the new Values and Behaviours were launched?

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Working at Southend-on-Sea Borough Council

Q4. To what extent do you agree or disagree with the following statements about your role at the Council? Please mark [X] in one box only in each row

- I know what is expected of me at work

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree Strongly disagree

- My job makes good use of my skills and abilities

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I feel motivated to go 'the extra mile' at work

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- The main team I work in collaborates to get the work done

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I feel able to challenge the way things are done

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I feel my ideas and opinions count

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

Our Transformation

Q5. To what extent do you agree or disagree with the following statements about the transformation within Southend-on-Sea Borough Council? Please mark [X] in one box only in each row

- I understand the need for transformation in the organisation

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- Changes are well managed in my team

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- I'm consulted before changes are made to my job

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- Employees are personally supported during periods of change

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

WorkLife

Q6. To what extent do you agree or disagree with the following statements about WorkLife at the Council? Please mark [X] in one box only in each row

- I am able to strike a reasonable work-life balance

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- I can complete my job without needing to work excessive hours on a regular basis

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- My mental wellbeing is supported at work

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- My physical wellbeing is supported at work

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- The current flexible working policy gives me enough freedom to have a good work-life balance

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree,
Strongly disagree

- If you disagree, how could the flexible working policy better support your work-life balance. Text box.....
- I am given the freedom to be flexible in the way I work

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I have the tools and systems to support me to perform my job well

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I am satisfied with my physical working conditions

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Q6e If you are not satisfied with your current working conditions, please tell us what needs to be improved? Please write in the box below

Q7. To what extent do you agree or disagree with the following statement 'Health and Safety is taken seriously in this organisation.'

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Q7e. I know where to find the appropriate Health and Safety policies and tools to support me in my role

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Customer Focus (To be completed if you have a Customer Facing role)

Q8. To what extent do you agree or disagree that 'in my team, we actively seek customers feedback to improve.' Please mark [X] in one box only

Strongly agree- Go to Q8a, Tend to agree - Go to Q8a, Neither agree nor disagree - Go to Q9, Tend to disagree- Go to Q9, Strongly disagree - Go to Q9

Q8a To what extent do you agree or disagree that 'in my team, we act on customer feedback to improve.' Please mark [X] in one box only

Strongly agree - Go to Q9, Tend to agree - Go to Q9, Neither agree nor disagree Go to Q8b - Tend to disagree - Go to Q8b, Strongly disagree - Go to Q8b

Q8b. What might explain why customer feedback is not acted upon? Please write in the box below

Q8c. I am empowered to make decisions to help support customer needs

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

My Personal Development

Q9. To what extent do you agree or disagree with the following statements about workforce development at the Council? Please mark [X] in one box only in each row

- I can access the learning and development I need to do my job well

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I feel supported to express my interest in secondment and ongoing training opportunities (such as apprenticeships/qualifications)

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- My Line Manager regularly reviews my learning and development needs in my 1 to 1 Conversations

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I have the opportunity to progress my career

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Any other comments

Q10. Have you had an annual conversation during the last 12 months? Please mark [X] in one box only Yes..... Go to Q11 No..... Go to Q12
 No, because I am still under probation/I am a temporary worker/agency worker..... Go to Q12

Q11. To what extent do you agree or disagree with the following statements? Please mark [X] in one box only in each row

- My annual conversation helped me to improve my performance

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- My annual conversation supports my personal development

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Has your annual conversation experience improved from last year?

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Did not have one last year

Your Line Manager

Q12. Do you have regular (at least monthly) one to one meetings with your Line Manager? Please mark [X] in one box only

Yes..... No.....

- Do you feel your 1:1 Conversations are equally balanced between you and your manager?

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Q13. To what extent do you agree or disagree that your Line Manager does each of the following...? Please mark [X] in one box only in each row

- Provides support when I feel challenged

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Recognises when I do a good job

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Gives me feedback on how I am performing

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- My manager coaches me to perform at my best

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Keeps me in touch with what's going on

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Makes clear what is expected of me

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Treats me fairly

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Makes sure I have the resources I need to do the job

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I believe my manager actively changes their behaviour to support my needs

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I believe my health and safety is a priority for my manager

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- My Manager cares about me as a person

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Q14. And still thinking about your Line Manager do you agree or disagree that ...?

Please mark [X] in one box only in each row

- My Line Manager can be relied upon to keep their promise

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- My Line Manager trusts me to do my job

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

Senior Leaders

Q15. To what extent do you agree or disagree with the following statements about senior leaders at the Council? Senior leader roles comprise Head of Service and above, up to and including the Chief Executive. Please mark [X] in one box only in each row

- Senior leaders provide a clear explanation of our organisational vision

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- Senior leaders are open and honest in their communications with employees

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- I trust senior leaders

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- I feel confident to talk to senior leaders

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- I feel senior leaders would welcome my ideas and opinions

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- Senior leaders demonstrate our organisational values in their behaviours

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

Communications

Q16. To what extent do you agree or disagree with the following statements? Please mark [X] in one box only in each row

- I feel well informed about what is going on in the Council as a whole

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I am kept informed about what is happening within my department/service

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- I am kept informed about what is happening within my team

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- Relationships between my team and the teams we work with are good

Strongly agree, Tend to agree, Neither agree nor disagree, Tend to disagree, Strongly disagree

- What type of communication would you find beneficial? Text Box:

- Which communication channels do you read/attend?

Tick boxes:

News-on-Sea, Views-on-Sea (blogs), #FridayFeeling (discounts), Everyone email, Intranet, Kitchen posters, Lift area posters, Toilet posters, Staff Briefings, Other (please state).....

Equality and Diversity

Q17. To what extent do you agree or disagree with the following statements? Please mark [X] in one box only in each row

- This organisation respects individual differences at all levels (e.g. gender, cultures, working styles, background, sexual orientation and ideas etc.)

Strongly agree, Tend to agree Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- I feel supported and confident to report bullying/harassment or inappropriate behaviour, if witnessed

Strongly agree, Tend to agree Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- I feel confident that if bullying, harassment or discrimination complaints needed to be made, my Line Manager would comply fully with the policies and procedures

Strongly agree, Tend to agree Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

- I am confident that policies relating to poor performance and disciplinary matters are applied objectively, consistently and without bias

Strongly agree, Tend to agree Neither agree nor disagree, Tend to disagree, Strongly disagree, Don't know

Q18. Are you aware that the Council actively supports employee forums for: Lesbian, Gay, Bisexual & Transgender; Black and Minority Ethnic; Multi-Faith and Belief; and Disability & Carers employees? Please mark [X] in one box only

Yes..... No.....

Q19. Were you employed by the Council when the last employee survey (2018) took place? Please mark [X] in one box only Yes..... Go to Q20

No..... Go to Q21

Q20. Did a manager review the previous engagement survey results with you/your team? Please mark [X] in one box only Yes.....
No.....

Q21. Are you aware of positive actions/changes that resulted from the last staff engagement survey? Please mark [X] in one box only
Yes..... No.....

Performance Improvement Q22 How could the Council improve? Please write in the box below

Q23. What might encourage Southend-on-Sea Borough Council colleagues to work more effectively together? Please write in the box below

Q24. How can we improve our outcomes to make lives better for Southend citizens? Please write in the box below

About You

To fully understand the results of the survey, it is essential to look at the responses given by staff working in different areas of the council and doing different types of work. We recognise that you might consider some of these questions to be personal or sensitive, in which case you are free not to answer them. The information you provide will be used for the sole purpose of understanding if certain groups have work experiences that are different to others.

To further protect your confidentiality, findings will not be individually reported on if they represent a particular group (e.g. by age or by disability) that collectively gave fewer than six survey responses.

Q25. Do you live in the Borough of Southend? Please mark [X] in one box only
Yes, No, Prefer not to say

Q26. At which site are you primarily based? Please mark [X] in one box only Civic Centre 1 or 2, I work in a community based team, Other (please specify in the box below), Prefer not to say

Q27. How long have you been employed by Southend Council? Please mark [X] in one box only Less than 6 months, More than 6 months but less than 1 year, More than 1 year but less than 2 years, More than 2 years but less than 6 years... More than 6 years but less than 10 years. More than 10 years but less than 15 years, 15+ years, Prefer not to say

Q28. Is your job...? Please mark [X] in one box only Full time Contract, Full time Permanent, Part time Contract, Part time Permanent, Job share, Prefer not to say

Q29. Do you have line management responsibility? Please mark [X] in one box only
Yes, No, Prefer not to say

Q30. What grade are you? Please mark [X] in one box only 1.....
2..... 3..... 4..... 5..... 6.....
7..... 8..... 9..... 10..... 11.....
12.....
13..... Senior Management Grades..... Prefer not to say.....

Q31. What is your gender? Please mark [X] in one box only Male, Female, Non-binary, Trans male, Trans female. Prefer not to say, Prefer to self-describe
.....

Q32. Does your gender identity match the sex that you were assigned at birth?
Please mark [X] in one box only Yes, No, Prefer not to say

Q33. Please indicate your sexual orientation below. Please mark [X] in one box only
Heterosexual/straight, Gay woman/lesbian, Gay man, Bisexual, Other, Prefer not to say

Q34. What is your age? Please mark [X] in one box only Under 20, 25 – 30, 30-39,
40 – 49, 50 – 59, 60+, Prefer not to say

Q35. How would you describe your ethnic group? Please mark [X] one box only

White

English / Welsh / Scottish / Northern Irish / British, Irish, Gypsy or Irish Traveller,
Other white background

Mixed

White and black African, White and black Caribbean, White and Asian, Other mixed
background

Black

African, Caribbean, Other black background

Asian

Indian, Pakistani, Bangladeshi, Chinese, Other Asian background

Other

Arab, Any other ethnic group, Prefer not to say

Q36. Do you consider yourself to have a disability, health problem or long term
limiting illness that affects your day-to-day activities? Please mark [X] one box only
Yes, No, Prefer not to say

Q37. Do you have caring responsibilities? Please mark [X] one box only Yes, No,
Prefer not to say

Q38. What is your faith/ religion/ belief? Please mark [X] one box only Christian,
Buddhist, Hindu, Jewish, Muslim, Sikh, No religion.....
Other faith / religion / belief..... Prefer not to say.....