

## **Staff Survey Report**

**January 2017**

We undertook a staff survey in April 2016. The staff survey was an opportunity to gauge employee morale, the culture of the organisation, workplace relationships and communication. It was completed by 246 employees which equates to a response rate of 25%, which whilst lower than the last response rate of 33%, it was sufficient to provide enough detail for the results to be meaningful. A breakdown of the response rate by service area is attached at Appendix 1.

The same questions were used in the survey as the previous one so a comparison could be made. A copy of the full results for the 2016 Staff Survey along with comparator results for 2013, where available, are attached at Appendix 2.

### **Summary of overall improvement**

We have seen a number of improvements across the board including communicating with more staff receiving feedback from their line manager. We can also confirm that staff are more aware of the:

- Six Strategic Purposes and operational measures
- Support available
- Changes happening within the Councils and their impact
- Process for raising concerns and confidence in doing this

### **What we are doing well**

The three areas below have been identified as the areas that have seen the greatest improvements since the last staff survey:-

|                                                                           |         |
|---------------------------------------------------------------------------|---------|
| I have the support that I need to be able to deal with change effectively | +12.20% |
| I feel that I am coping well with the changes that are taking place       | +7.30%  |
| These changes have been beneficial                                        | +13.70% |

It is encouraging that we have seen improvements in staff feeling able to deal with changes and reporting the benefits of change. This along with the positive results regarding communication is reassuring that all the hard work that has been undertaken in these areas is making a difference.

## **Where we need to improve**

**Specific areas which have seen the highest reduction since the previous survey:-**

|                                                               |         |
|---------------------------------------------------------------|---------|
| I have all the skills I need to be able to do my job well.    | -14.00% |
| I am able to meet the needs of my customers on a daily basis. | -9.40%  |
| I have a good working relationship with my colleagues         | -5.60%  |

Work is being undertaken to help identify what has brought about these changes and what needs to be done to ensure improvements are made as outlined below.

## **How we take forward the results from the Staff Survey**

A programme board was established, chaired by the Chief Executive and supported by Head of Business Transformation, representatives from Human Resources, Organisational Development and the Trade Unions (Unison, GMB and UCATT). Following analysis and discussion of the Survey results the Board agreed that data will be considered at both a Corporate and Service level.

Three corporate work streams have been established and are headed up by key officers as detailed below:-

- People Management – Deb Poole, Head of Business Transformation Manager
- Meeting Our Customers' Needs – Amanda Singleton, Customer Access & Financial Support
- Organisational Culture – Sue Hanley, Deputy Chief Executive

Each of the work streams will bring together work that is already ongoing in addition to work identified through the analysis of data that is available corporately.

At a Service level Heads of Service (HOS) were provided with data for their own area and have analysed this data and developed action plans with clear timescales to specifically address the three areas of greatest improvement / decline compared to the previous survey, whilst also focusing on an areas that they feel the need to address within their services.

The actions plans from both the Corporate Work Streams and the Heads of Services have been presented to the Programme Board

## **Key Themes**

### **People Management**

The Head of Business Transformation is leading on the People Management work stream which includes Performance Management, Workforce Planning, Leadership Development, Learning and Development, Skills Development

### Meeting the needs of our Customers

The Head of Customer Services, in conjunction with the Policy Manager are identifying how they can collect more information about what prevents employees from being able to meet the needs of their customers.

### Organisational Culture

The Deputy Chief Executive, in conjunction with a sub working group including the Trade Unions, is undertaking work to identify the current culture of the organisation and to assess if the current culture is in accordance with our strategic objectives. Once corporately the desired culture has been defined, a detailed action plan will be developed to embed this desired culture into all aspects of our business.

### Corporate Actions

Below are some of the corporate actions that are currently in progress;

#### 1 Improved communication:

Regular Staff Briefing to be held at on a quarterly basis at the all of the main council sites

These will be followed by mandatory Team Meetings in all areas to:

- allow managers to put information from the Briefings into context for their staff
- allow staff to ask questions and raise issues
- give staff an opportunity to provide feedback about the content etc of the Briefings to SMT
- give staff and manager a chance to discuss any service or team issues

Plus bullet point posters which will be put up at all locations to reach more staff and updates on the Orb for office based staff.

#### 2 Staff Involvement in Staff Survey Action Plans

Heads of Service to involve their teams in developing their service action plans, this enables HOS to gather more information from employee and to ensure that the areas identified are the key areas to focus on.

#### 4 Bullying and Harassment

The Chief Executive, on behalf of the Corporate Management Team, has reiterated that the Council has a zero tolerance of bullying and harassment, and has reminded employees what they can do if they feel they are the victim of, or witness to such behaviour.

Mandatory Dignity at Work workshops are being arranged to give staff and managers the tools they need to prevent bullying and harassment becoming an issue in the workplace.

## 5 Training Budgets

Training budgets have been reviewed to ensure they are appropriately allocated to enable employees to access the necessary training to development their skills to undertake their role.

## **Conclusion**

Whilst Key Themes and Individual Service Plans are been development by the relevant Officers, it is important that all of the findings and subsequent actions are not considered in isolation.

The Programme Board will be regularly reviewing the work being undertaken to ensure that a holistic approach is adopted to the work being undertaken following the Staff Survey in conjunction with any other work that is being undertaken.