

Meeting:	Audit and governance committee
Meeting date:	14 April 2016
Title of report:	Employee survey report
Report by:	Chief executive

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

Countywide

Purpose

To provide the audit and governance committee with the key findings of the employee survey conducted in 2015.

Recommendation(s)

THAT:

- (a) the findings of the employee survey results are noted; and**
- (b) the committee comment on the robustness of actions that have been taken to address the feedback and mitigate any risks.**

Alternative options

- 1 The audit and governance committee may recommend that management consider alternative and/or additional actions to respond to the issues identified.

Reasons for recommendations

- 2 The committee requested in January 2015 that the chief executive provide an update to the audit and governance committee of the annual employee survey results to assist the committee in providing assurance that risks identified in the annual governance statement action plan were being addressed appropriately.

Key considerations

- 3 Employee engagement levels are indicative of motivation, performance, productivity, retention, wellness and all good things that have a direct influence on individual performance contribution, the quality of service provision, customer satisfaction, operational efficiency and standards. The survey asks employees at a point in time how they feel about factors within the organisation and it is good practice to hear what people say to then take action to make improvements.
- 4 The employee survey has been conducted regularly over the last few years. In 2015 a new approach was taken which meant that the survey was conducted three times during the year to a randomly selected third of the organisation each time. This is known as a “pulse” survey which enables the organisation to keep a check on how things are going and people are feeling.
- 5 The response rates have not been as high as desired. It is not a mandatory process. Regular communication of the actions that are being taken and the link to responding directly to feedback will increase participation. This is being actioned through directorate communication channels and staff events. Directors send messages directly to staff during the survey window to encourage participation.

	2014	Mar 2015	Jul 2015	Nov 2015	2015
Total	41%	50%	50%	37%	45%

- 6 The key findings from the survey results in comparison to a year ago are as follows, the full results are attached at appendix a:

Change for the better (by +/- 5 for each question)	Change for the worse (by +/- 5 for each question)
<ul style="list-style-type: none"> • Immediate managers motivating • Recommending the council as a place to work • Intention to be working for the council in next 12 months • Discretionary effort – people willing to work 	<ul style="list-style-type: none"> • Clear sense of direction • Setting objectives • Keeping people informed of changes • Feeling bullied / harassed by Members (sometimes)

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<p>above and beyond for the council to succeed</p> <ul style="list-style-type: none"> • Work life balance • Resources to do the job 	
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Strengths to build on (generally areas scoring above 70%)	Areas for improvement (generally areas scoring below 50%)
<ul style="list-style-type: none"> • Training and development • Line managers are motivating and give regular performance feedback • Willingness to work beyond requirements of job to help council succeed • Work life balance • Speak highly of the services we provide • Team meetings are useful, informative and regular 	<ul style="list-style-type: none"> • Council has a clear sense of direction • Recommending the council as a place to work • Feeling bullied/harassed by Members (sometimes) • Feeling bullied/harassed by Customers / clients / service users • Employees treated equally and fairly whatever their position in the organisation

7 The survey results have been reviewed by directorate leadership teams after each round and follow up actions and communications have taken place within directorates.

8 Actions that have been taken as a result of the survey responses are detailed below. There have been council wide actions as well as specific directorate actions. These actions are connected to the risks highlighted in section 6 of the Annual Governance Statement Action Plan 2015/16 (<http://hc-modgov:9070/documents/s50030697/appendix%201%20action%20plan%20update%20Jan16.pdf>)

	Actions taken	Update
Council-wide	Review of accommodation strategy to provide fit for purpose corporate accommodation.	In progress and planned to be delivered during 2016
Council-wide	Chief executive forums are scheduled to engage staff directly re: council's future direction	Briefing sessions held for staff on 8 February

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Council-wide	Replaced appraisal process with performance development plan that sets out the requirement to review performance, clearly defines culture, values, core competencies and focuses on setting objectives for the next period. It is a quarterly process.	Implemented in March 2016.
AWB	<p>Staff conferences and quarterly all staff briefings</p> <p>Service engagement sessions held with all staff to identify priorities for service areas</p> <p>Extensive consultation and involvement with staff in pathway redesign and organisation change</p> <p>Launched ASC e-bulletin</p>	There were 13 service planning workshops held (70% attended) to consider team function and relationship to the blue print, understand where they fit in, how work links to the supporting communities agenda. The service planning workshops identified the ASC pathway and customer journey required.
CWB	<p>Held focus groups at staff conference in July to address bullying and harassment. This has been followed up in November and is a key workstream in a task and finish group that has been established.</p> <p>Recognition awards</p>	<p>Specific actions have been taken and issues resolved when raised through grievance / whistleblowing procedures. Permanent senior management now in place.</p> <p>Recognition award ceremony was well received at December staff conference.</p>
ECC	<p>Directorate services team review results and key themes</p> <p>Scheduled specific agenda items on ECC manager meetings</p>	<p>ECC manager session focussed on discussing results and commit to improvements. A specific development session has been delivered to respond to people feeling bullied / harassed. Developed an online CPD module and three half day workshops on lone worker/personal safety training</p> <p>CPIP team ran a workshop for teams to review their IT requirements</p> <p>Regular monitoring of appraisals</p>

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		completed which has seen an increase in appraisals being completed.
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- 9 Following the most recent results, directorates are reviewing the feedback with their teams and formulating actions in response. The organisation is currently reviewing the process and frequency of future surveys.

Community impact

- 10 When employees are operating at their best they are in a better position to deliver a good quality, customer focused and high performance service.

Equality duty

- 11 A public authority must, in the exercise of its functions, have due regard to the need to -
- eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 12 The employe survey is a good mechanism in which to evaluate the extent to which employees feel that the organisation is complying with the public sector equality duties.

Financial implications

- 13 There are no financial implications relating to the recommendations of this report.

Legal implications

- 14 The employment relationship is governed by the Employment Act. Terms and conditions, HR policies and procedures take account of the legal requirements of the employment relationship.

Risk management

- 15 The survey highlights key areas of improvement. The risk of not addressing these areas may result in a range of consequences, for example, employee dissatisfaction, demotivation, absence, stress, draw on management resources to respond to formal allegations or claims, reduced productivity, recruitment and retention challenges.
- 16 These risks are mitigated by ensuring that open channels of communication exist, employees are clear about policies and procedures that can support them (these are all available openly on HR online internal intranet), training and development

interventions, clear objective setting and regular performance conversations.

Consultees

17 Management board, directorate leadership teams, trade unions, finance, legal, governance services, have been consulted.

Appendices

Appendix a – Employee survey results

Background papers

- None identified.