

Report to Overview & Scrutiny on the 2016 Staff Survey

19th September 2016

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, is 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 has been 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 has agreed that data will be considered at both a Corporate and Service level. The board will be developing a timeline for ensuring that improvements are delivered.

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 have been provided with data for their own area and are analysing this data, including:-

- identifying the three areas of greatest improvement / decline compared to the previous survey
- developing action plans to address the above, which will be presented to the Programme Board at the end of September.

Progress on the work being undertaken at a Corporate and Service level will be reported to the Programme Board, who will provide updates to CMT and Members as appropriate.