

Performance Management Board

18th October 2010

Bromsgrove Employee Survey results and action plan

Relevant Portfolio Holder	Cllr Del Booth
Relevant Head of Service	Deb Poole

1. SUMMARY

- 1.1 This report summarises the findings of the BDC employee survey 2010 and presents the action plan (Appendix 1).

2. RECOMMENDATIONS

- 2.1 **That the survey findings and action plan are noted by the Performance Management Board.**

3. BACKGROUND

- 3.1 The BDC employee survey was conducted during the fortnight ending 30/4/10. 137 responses were received, amounting to a 42% response rate, which is an improvement on the response rate for the 2008 survey. Overall, the results are positive, and in some areas, extremely so. Unsurprisingly, there are some areas of concern, which form the focus of the action plan. The results were discussed at a recent managers' forum and headline results were published in the May Connect magazine. The results will be discussed in more detail at staff forums in July.

- 3.2 The 'top 10 Highs' from the results are:

- 99% - feel they are held accountable for their performance
- 98% - like their colleagues
- 94% - like their jobs
- 93% - feel their team has identified its customers
- 92% - know what's expected of them
- 90% - feel their team works well together
- 87% - find their work interesting
- 87% - had a PDR in last 12 months
- 87% - feel their line manager sets realistic goals
- 83% - feel they have freedom to choose how to do their work

- 3.3 The findings for the questions about 'job satisfaction' were particularly positive (included in the above top 10) and suggest a sense that employees are upbeat even in the current climate of change and uncertainty. This is clearly a good thing! That said, these results are

tempered by the areas of concern (see section 4), in particular the high proportion of employees (40%) who state they are looking for work outside of Bromsgrove DC. This may be due to real dissatisfaction or simply a function of people sensibly keeping their options open. Given the overall positive feel of the results, it suggests the latter.

4. KEY ISSUES

4.1 The 'bottom 10 Lows' from the results – those producing the lowest levels of agreement – are shown below:

5% - have felt subjected to discrimination in the last 2 years
10% - have felt intimidated or bullied by colleagues
12% - have felt intimidated or bullied by public
34% - feel optimistic about future with BDC
35% - believe good use is made of buildings and equipment
35% - feel the BAFTAs are good for rewarding performance
40% - are looking for work outside BDC
44% - feel there are reasonable opportunities for career development
49% - believe their pay reflects their performance
50% - feel Senior management make it easy for teams to work together

4.2 Please note the results about discrimination, harassment and bullying. It is perhaps expected, (although not acceptable) that employees feel members of the public behave inappropriately on occasion. It can never be acceptable that any staff members feel intimidated or bullied by their colleagues.

4.3 Other areas of concern from the results, which are neither 'top or bottom 10' are shown below:

- 67% get regular feedback about their performance. This is a drop from 72% in 2008.
- 58% felt their PDR helped them to improve their work. This is a drop from 69% in 2008.
- 56% felt that the organisation engages with them when undergoing change. This is slightly higher than the equivalent question from 2008 (51%), but is still an area for focus in the action plan.
- The free format comments about communication reveal a drop-off in team meetings, use of core brief and other management activities which become more essential in times of uncertainty and change.

Performance Management Board

18th October 2010

5. FINANCIAL IMPLICATIONS

- 5.1 The costs of implementing the action plan will be met from the existing BDC OD budget.

6. LEGAL IMPLICATIONS

None

7. POLICY IMPLICATIONS

- 7.1 The action plan refers to a fresh approach for the appraisal/PDR scheme. This is a refreshed policy and does not require referral to full council.

8. COUNCIL OBJECTIVES

- 8.1 Undertaking the employee survey, and acting upon its findings, is part of the BDC OD business plan and improvement plan. This links to the Council's objective 2 of 'Improvement'. It supports our aim to develop the performance of the organisation through creating an engaged and motivated workforce.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

Failing to act on the bullying and intimidation results revealed by this survey presents a risk for both councils in the form of loss of morale and performance, increased sickness absence and the potential for claims under the health & safety legislation in connection with stress at work/disability discrimination. The robust action plan should mitigate all these risks.

10. CUSTOMER IMPLICATIONS

- 10.1 Staff will be informed of the employee survey results via articles in May and also at staff forums in July.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

None

Performance Management Board

18th October 2010

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

None

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

None

14. HUMAN RESOURCES IMPLICATIONS

None

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

- 15.1 The positive employee survey results indicate a higher than expected morale which is reassuring in the current climate of change and uncertainty. It augers well in terms of individual performance.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

None

17. HEALTH INEQUALITIES IMPLICATIONS

None

18. LESSONS LEARNT

N/A

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

None

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Y
Chief Executive	Y
Executive Director (S151 Officer)	Y
Executive Director – Leisure, Cultural,	Y

BROMSGROVE DISTRICT COUNCIL

Performance Management Board

18th October 2010

Environmental and Community Services	
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Y
Director of Policy, Performance and Partnerships	Y
Head of Service	Y
Head of Resources	Y
Head of Legal, Equalities & Democratic Services	Y
Corporate Procurement Team	N/A

21. WARDS AFFECTED

N/A

22. APPENDICES

Appendix 1 Action plan

23. BACKGROUND PAPERS

Bromsgrove employee survey 2010 - CMT 6/4/10

Bromsgrove employee survey results and proposed actions – CMT 16/6/10

24. KEY

N/A

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