

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM

REPORT TO CABINET

17 FEBRUARY 2011

REPORT OF CORPORATE MANAGEMENT TEAM

CABINET DECISION

Corporate Management and Finance – Lead Cabinet Member – Councillor Laing

THE EMPLOYEE SURVEY 2010

1. Summary

This report presents Cabinet with the headline results from the 2010 Employee Survey, identifies the key issues and outlines the proposed actions.

2. Recommendations

1. Cabinet note the improvements across all aspects of the Survey since 2008.
2. Cabinet ensure all Members are aware of the Employee Survey and proposed actions.

3. Reasons for the Recommendations/Decision(s)

1. To comply with the Council's statutory duty to consult

4. Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same

purpose whether under statutory right or otherwise, immediately after making representations, answering questions or giving evidence as the case may be;

- in any other case, whenever it becomes apparent that the business is being considered at the meeting;

and must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.

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DETAIL

1. The Employee Survey was run from 8th October – 5th November 2010 and included 3,974 employees. The following services were excluded:

- Schools staff
- Xentrall
- Casual and temporary staff
- Councillors
- Youth trainees
- Agency staff

2. The survey was primarily an on-line survey. In addition paper surveys were made available to those without Internet access. KYIT was used for a month before the survey, to publicise the survey and throughout to maintain momentum.

3. In total 2,385 surveys were completed giving an overall response rate of 60%. This compared with a response rate of 44% in 2008. The high response rates means that the statistical confidence in the data is strong.

4. Response rates by Service Grouping

The table below illustrates the change in response rates from 2008 to 2010. It is encouraging to note that in three service groupings the response rates have significantly raised.

	2008		2010	
	Number	% completed	Number	% completed
DNS	656	35	922	51
CESC	855	37	1103	61
Law & Democracy	56	100	46	81
Resources	322	71	278	88
Not given	182	4	36	0.9
Overall response rate	2071	44%	2385	60%

5. For each statement a net score has been calculated (subtracting those that disagree from those that agree). The statements have also been themed. The results are at Appendix 1.

KEY FINDINGS

6. The areas within the 2008 survey that were subject to focus group discussions and improvement plans related to Communication, Learning and Development and Bullying and harassment. These have all shown improvements in the 2010 survey. Detailed improvements are shown in Appendix 2, but it should be noted that comparisons are not possible against all areas of survey due to new questions and/or question changes to improve analysis. It should be noted that the detail in Appendix 2 relates only to strongly agree/agree and including slightly agree, increases the percentage significantly.

7. The table below looks at each theme and highlights the key messages:

You and your job	High levels of agreement across the whole theme, showing that employees are clear what they have to do and how their job fits in. On the whole employees feel their skills and abilities are used and that they are challenged but interested by their work and achieve a sense of personal accomplishment. Improvements demonstrated across all service groupings from the 2008 survey.
Bullying	<p>Fifteen per cent of employees have experienced bullying from either an employee or member of the public. This is a reduction from the 29% in 2008. (Employee).</p> <p>Overall 60.5% of employees had confidence that the tackling bullying and harassment policy would work if they needed it. This is a significant improvement from the 46.4% in 2008.</p> <p>71.6% (strongly agreed or agreed) of employees overall understood the policies and processes in place overall (strongly or agree) an improvement of 11.7% from previous survey.</p>

Change management	<p>52% (net) of employees feel that when change is being considered their views are listened to, 58% (net) feel they are able to be involved in discussions where change is being considered. However the figures relating to being encouraged to be involved (75% net), reasons for change being well communicated (65% net) and change being managed in a fair way (63% net) are higher.</p> <p>Improvements have been made across all aspects within the change management section.</p>
Leadership and management	<p>Leadership and management showed had some of the lowest and highest net agreement scores; illustrating that some areas are working well and others need to be addressed: Employees felt that managers treated them with respect (85% net) and that they received effective support (84% net) but that when it came to receiving feedback (64% net) and recognition (63% net) the scores were lower.</p> <p>While the figures for the number of people who have had an appraisal in the previous twelve months are relatively high at 82% net (although different from that reported through to HR) only 56% of staff responding agrees that they find their appraisal useful</p> <p>It should be noted that where comparisons are possible between the 2008 and 2010 data improvements have been made across all aspects of leadership and management.</p>
Learning and development	<p>Support from colleagues to improve performance (85% net) and provide the opportunities to learn (83% net) both scored highly as did the opportunities to receive training and develop new skills. However lower net scores were achieved for managing expectations of training with managers (60%) and the lowest net score for the whole survey that policies for promotion are fair (47%). It should be noted that all aspects within the learning and development section have improved from the 2008 figures.</p>
Communications	<p>Overall communications were the lowest scoring thematic area with the highest net score being 68% for being kept informed about matters that affect me; falling to 57% for communications between departments is good. It should be noted however that all aspects within the communication section have improved on the 2008 figures with improvements ranging from +5% to +12.4%.</p>
The Council	<p>Overall the responses in relation to people's views about working for the Council are high ranging from 86% enjoying working for the Council to 64% thinking this organisation takes a genuine interest in the well-being of employees. All aspects of the section relating to the Council have seen improvements from the 2008 survey.</p>

Relationships and resources	Positive results are evident in the main for this area with net scores as high as 90% for employees receiving effective support from their colleagues, 87% for having a clear set of performance objectives. However there are slightly lower numbers in net agreement in relation to poor performance not being accepted (66%), comfort with the amount of work expected (66%) and even lower is the time available to perform expected tasks (49%). However it should be noted that all aspects of this section have shown improvements since the 2008 survey.
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8. As the survey was undertaken following the Comprehensive Spending Review some additional questions were asked with the results indicated below:

Confidence that the authority has effective plans in place to deal with the financial savings needed – 77%

Confidence that the authority will act in the best interests of residents – 82%

Confidence that the authority will act in the best interests of employees – 66%

KEY AREAS TO BE ADDRESSED

9. The key issues arising from the 2010 Employee Survey for the Council as a whole are:
- Change management
 - Working and communication between departments
 - Appraisals and their perceived effectiveness.
 - Policies for promotion
 - Regular and helpful feedback to staff/recognising good work
 - Confidence and understanding of bullying policies, particularly related to employee bullying
 - Managing amount of work and tackling poor performance

NEXT STEPS

10. Detailed reports have been produced for each individual Service Grouping. These include a summary analysis as well as providing the detailed data tables. An EMT session was held on 26th January where the initial headline information and summary service grouping information was shared with Heads of Service. Heads of Services also received summary analysis for their service area and the detailed data tables for the service grouping in which they are located.
11. Following the EMT session Heads of Service have been given the opportunity to have an individual/collective meeting to explore the results in further detail, identify any focus groups required, and identify any further analysis that would be helpful to the service grouping/service area, clarify technical and data issues.
12. The Setting the Standards sessions with a wider staff group in February will also include an item on the Employee survey with some workshop activity to explore a number of the key corporate issues and develop suggestions for improvement
13. It is expected that the Service Grouping reports will be used by individual services to develop relevant improvement actions for inclusion in service plans for 2011, with HR picking up the corporate ones in their Service Plan.

14. Following this Cabinet report the option of a more detailed Member Seminar session following the local elections will be explored.
15. Regular updates on progress will be issued via KYIT and on the intranet and managed via HR and Communications.

FINANCIAL IMPLICATIONS

16. Cost of conducting and analysing the survey were met from within existing resources.

LEGAL IMPLICATIONS

17. None

RISK ASSESSMENT

18. This (subject matter of report) is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS

N/A

EQUALITIES IMPACT ASSESSMENT

19. As the report is not making any changes to policy or service delivery an equality impact assessment has not been carried out. The resulting action plans will be subject to EIA.

CONSULTATION INCLUDING WARD/COUNCILLORS

20. Consultation with all employees.

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Education related? No

Background Papers: Employee Survey 2008, report to Cabinet 5th November 2009

Ward(s) and Ward Councillors: All

Property None

Appendix 1 - Net scores by thematic area

(Agree = strongly agree, agree and slightly agree)

(Disagree = strongly disagree, disagree and slightly disagree)

	Agree	Disagree	Net
You and your job			
I understand the results expected of me in my job	96.6%	2.9%	93.7%
I am clear how my job contributes to the success of this organisation	96.2%	3.0%	93.2%
My job provides me with the opportunity to do challenging work	92.7%	6.3%	86.4%
My job provides me with the opportunity to do interesting work	92.7%	6.6%	86.1%
My job provides me with the opportunity to experience a sense of personal accomplishment	92.7%	6.8%	85.9%
My job makes good use of my skills and abilities	89.5%	9.5%	80.0%
At work, I have the opportunity to do what I do best every day	86.9%	11.9%	75.0%
Bullying			
I have confidence that the tackling bullying and harassment policy would work if I needed it	79.3%	11.4%	67.9%
I have experienced bullying by another employee in the last year (All included)	15.2%	84.8%	69.6%
I have experienced bullying from a member of the public in the last year (All included)	15.4%	84.6%	69.2%
I understand the processes in place for dealing with bullying and harassment	87.1%	8.3%	78.8%
Change management			
I am encouraged to make suggestions to improve the way things are done around here	86.4%	11.3%	75.1%
I feel able to express concerns I may have at work	85.2%	14.0%	71.2%
The reasons for change are well communicated to me	81.0%	15.9%	65.1%
I feel change is managed in a fair way	79.7%	17.0%	62.7%
I have the opportunity to be involved in discussions where change is being considered	77.9%	19.9%	58.0%
Where I work unnecessary procedures are kept to a minimum	76.8%	20.4%	56.4%
My opinions seems to count	75.6%	19.7%	55.9%
When change is being considered my views are listened to	73.8%	21.5%	52.3%
Leadership and management			
My manager treats me with respect as an individual	92.0%	6.8%	85.2%
I receive effective support from my immediate manager	91.4%	7.9%	83.5%
I have had an appraisal in the last year	88.9%	7.2%	81.7%
My immediate manager inspires me to do my best	87.7%	10.9%	76.8%
Our leaders are working together effectively to make the organisation successful	83.2%	11.2%	72.0%
I receive regular and helpful feedback on how well I am doing	81.0%	17.4%	63.6%
When I do a good job I receive the recognition I deserve	80.5%	18.0%	62.5%
Departments work well together in this organisation	77.0%	20.5%	56.5%
I find my appraisal useful	74.8%	19.2%	55.6%

Learning and development			
I receive help from colleagues to help me improve my performance	91.7%	7.1%	84.6%
I have the opportunities to learn from the people I work with	91.0%	8.0%	83.0%
I receive the training I need to do my job	90.5%	8.5%	82.0%
I receive effective support to develop my skills and talents	86.9%	11.7%	75.2%
I have the opportunity to learn new skills and develop new talents at work	85.6%	13.3%	72.3%
In the last year, I have had the opportunity at work to learn a new task	81.8%	15.3%	66.5%
Before I go on any training I agree with my line manager / supervisor what I can expect to learn	77.1%	17.1%	60.0%
The policies for promotion are fair	66.5%	19.6%	46.9%
Communications			
I am kept informed about matters that affect me	83.8%	15.4%	68.4%
The organisation keeps employees informed	81.1%	17.6%	63.5%
I receive regular feedback on satisfaction levels from users of our service	79.4%	17.8%	61.6%
The organisation is good at keeping me informed of the changes which may affect my workplace	78.5%	19.2%	59.3%
Communication between departments is good in this organisation	72.2%	15.5%	56.7%
The Council			
I enjoy working for Stockton-on-Tees Borough Council	92.0%	6.3%	85.7%
Stockton-on-Tees Borough Council is a good place to work	91.4%	6.4%	85.0%
I believe this organisation is an equal opportunity employer	90.7%	5.8%	84.9%
This organisation's services are delivered effectively	88.9%	7.5%	81.4%
I would recommend this organisation as a good place to work	88.5%	9.0%	79.5%
This organisation accommodates the personal circumstances of employees (e.g. child, elder care, disability etc)	83.4%	7.8%	75.6%
I am confident with the way the Council runs things	84.5%	12.1%	72.4%
There is support at work for employees to balance their work and personal life	81.1%	13.8%	67.3%
This organisation takes a genuine interest in the well-being of employees	81.2%	17.1%	64.1%
Relationships and Resources			
I receive effective support from my colleagues	94.8%	4.7%	90.1%
I have a clear set of performance objectives for my job	92.9%	6.1%	86.8%
I have the information I need to do my job effectively	93.2%	6.4%	86.8%
I have enough authority to do my job effectively	91.4%	7.5%	83.9%
I have access to the tools and equipment I need to do my job effectively	90.8%	8.6%	82.2%
I have the resources I need to do my job effectively	89.3%	10.0%	79.3%
Poor performance is not accepted where I work	81.5%	15.3%	66.2%
I am comfortable with the amount of work I am expected to do	82.4%	16.7%	65.7%
I have enough time to perform the tasks expected of me in my job	74.0%	25.3%	48.7%