



AGENDA ITEM:

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	2 July 2014
PART:	1
If Part II, reason:	

Title of report:	Staff Survey Results 2013 and Action Plan
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Residents and Regulatory Services</p> <p>Shane Flynn, Assistant Director (Performance and Projects) Matt Rawdon, Group Manager (People) Sara Hamilton, Communications and Consultation Team Leader</p>
Purpose of report:	To examine the results of the 2013 Staff Survey and consider the draft action plan.
Recommendations	That Members note the findings of the staff survey and the action plan and provide any observations, comments and suggestions for further consideration.
Corporate objectives:	The staff survey is designed to provide management information on matters affecting all staff. It therefore supports the Council's commitments in respect of all five of its corporate objectives, with particular reference to Dacorum Delivers (internal operations)
Implications:	<p><u>Financial</u></p> <p>There are no financial implications arising from this report.</p>
'Value For Money Implications'	<p><u>Value for Money</u></p> <p>There are no value for money implications arising from this report.</p>
Risk Implications	No formal risk assessment has been undertaken in respect of the staff survey. However the risks of failing to implement the action plan are reviewed at each meeting of the Organisational Transformation Corporate Working Group.

	Matters relating to organisational change are included in the operational risk register relating to Performance and Projects. These risks are reviewed quarterly and were last updated and presented to the committee on 4 June 2014.
Equalities Implications	There are no equalities implications arising from the report. To correct for some over- and under- representation in the returned sample, the results were weighted (by Contract Type, Pay Band, Employment Length, Gender and Age) and are therefore representative of all staff employed by DBC.
Health And Safety Implications	None.
Consultees:	The findings and summary reports were discussed with the Corporate Management Team and the cross-directorate Organisational Transformation Corporate Working Group. The full results have been made available to all staff, who were invited to follow up workshops conducted by ORS to develop further views on any areas of interest.
Background papers:	Questionnaire attached at Appendix A. Full report available on request from Claire McKnight, Communications and on the Council's intranet at: http://dbcsp/sites/Intranet/Docs/Documents/Talking%20Point/Staff%20Consultation/2013%20Staff%20Survey%20FINAL%20Report.pdf
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	The survey is carried out by an independent research company at our request every two years. Each survey offers an opportunity to engage with staff and to find out their views about working for and within the Council. Some of the survey questions are repeated each time so that progress can be assessed over time.
Glossary of acronyms and any other abbreviations used in this report:	OTCWG: Organisational Transformation Corporate Working Group ORS: Opinion Research Services

1. Background

- 1.1. Between 13 November and 9 December 2013, an employee attitude and opinion questionnaire was sent to all staff. The survey was sent electronically for the majority of staff and paper copies were made available for non-PC based employees. A full copy is provided at Appendix A.
- 1.2. The survey contained questions on the following topics:
 - Your job

- Finance
- How we behave
- Flexible working
- Moving out of Hemel Hempstead Civic Centre
- Any other comments

- 1.3.** Opinion Research Services (ORS), an independent market research company, carried out the consultation on the behalf of the Council. All views expressed in the survey were anonymised so that individuals cannot be identified.
- 1.4.** In total, 388 employees completed the survey. 364 were completed on line. The achieved response (50%) is in keeping with the level of response achieved in other local authority staff surveys undertaken by ORS.
- 1.5.** The number of responses was sufficient to provide a confidence interval of around +/- 3.5%. This means that we can be 95% confident that the true result (i.e. the result that would have been observed if the whole population of staff had been surveyed) lies within 3.5 percentage points above or below the observed result.
- 1.6.** To correct for some over- and under- representation in the returned sample, the results were weighted (by Contract Type, Pay Band, Employment Length, Gender and Age) and are therefore representative of all staff employed by DBC.

2. Results

- 2.1** The survey maintained several of the questions from previous years. Table 1 provides a summary of these results. These show a significant improvement in respect of these specific questions, reflecting more positive views about the overall direction of the organisation.

Table 1. Changes in results from 2011 survey

Statement	% of staff who agreed in 2011	% of staff who agreed in 2013	% point change since 2011
I understand how my role contributes to the Council's vision	57	72	↑15
I am proud to work for Dacorum Borough Council	51	63	↑12
Corporate Management Team (CMT) provides strong leadership	32	41	↑9
I know what's going on at the Council	40	50	↑10
I know what's going on in my service	51	63	↑12
I am happy with the balance between my work and home life	59	71	↑12

3. Key Findings

Areas of High Performance

- 3.1 Where questions had been asked previously there has been increases in the proportion of staff who agree with various statements about working at DBC. In particular, the proportion of staff who agree that they understand how their *role contributes to the Council's vision* has increased by 15 percentage points.
- 3.2 More than 7 out of 10 staff agreed with the following:
- I would like to be working for DBC in 12 months' time (76%);
 - I understand how my role contributes to the Council's vision (72%);
 - I am happy with the balance between my work and home life (71%);
 - generally, I am happy in my work (71%).
- 3.3 More than four fifths of staff (83%) agree that their service provides value for money to Dacorum residents.

Areas for consideration

- 3.4 Around a quarter disagree that their group manager (26%), assistant director (24%) and the Corporate Management Team (CMT) (25%) provide strong leadership.
- 3.5 Only half of staff (50%) agree that they know what is going on at the Council.
- 3.6 Around a third (32%) feel that, across the Council as a whole, staff rarely or never praise each other for a job well done.
- 3.7 Nine out of ten staff have had an appraisal with their manager in the last 12 months. Whilst more than two thirds agreed their appraisal was carried out well, fewer of these staff members (49%) agreed that the appraisal helped them to understand their role.
- 3.8 160 staff members reported that their service has made savings, of which 63% think these savings have had a negative effect on the service. 27% of staff disagree that they have the resources they need to do their job.
- 3.9 At the date of the survey, a decant to temporary premises from June 2014 was still planned. Only a third (33%) of staff based at Hemel Hempstead Civic Centre (HHCC) agreed that the move into temporary accommodation would provide opportunities for the Council and its services to improve.

4. Action plan

- 4.1. The corporate action plan addresses six key areas; appraisals; communication, leadership, resources, moving on* and behavioural change.

* The response to the staff survey needs to be flexible and adapt to the changing context and environment. The action plan will address any issues arising from the 'Moving out of Hemel Hempstead Civic Centre' section of the staff survey as part and parcel of the 'moving on' programme.

- 4.2.** The results have been presented to the Corporate Management Team. Directorate levels results have been emailed to Directors. The full report has been posted on the intranet for all staff. Managers of people have been asked to make sure paper copies of the report are available to any staff who do not have access to a computer. Unison has been emailed a copy of the report. A Review (staff newsletter) article summarised the results and a link to the report was sent in an email to all staff.
- 4.3.** The Organisational Transformation Corporate Working Group (OTCWG), made up of representatives from across the Council's directorates, is currently looking at the corporate-wide action plan. This is attached at Appendix B. In addition, Assistant Directors are working on their action plans for their individual service areas.
- 4.4.** A series of staff focus groups were undertaken in April to gain a deeper understanding of the staff survey results that stood-out for action. The results of these workshops informed the action plan and also provided a number of other suggested areas for improvement. These have been circulated for discussion at team meetings to gauge interest in implementing them.

APPENDIX A

Staff survey 2013

APPENDIX B

Staff survey action plan as at 30 May 2014

Appraisals		
Nine out of ten staff have had an appraisal with their manager in the last 12 months. Whilst more than two thirds agreed their appraisal was carried out well, fewer of these staff members (49%) agreed that the appraisal helped them to understand their role.		
Item	Action	Status
a.1	Appraisals to be linked to service plans / service objectives and corporate plans	Completed
a.2	New EIS system will have capability to monitor mid-point and annual appraisals	31/12/15
a.4	All employees to have an appraisal by end of May 2014	Substantially complete with some agreed exceptions.
a.5	All resulting increments to be paid by 1 July	31/7/14

Communications		
Only half of staff (50%) agree that they <i>know what is going on at the Council</i> .		
Item	Action	Status
b.1	Further consultation on focus groups recommendations with managers of people and their staff – benefits and feasibility e.g. investigate merits of a face-to-face staff briefing cascade process.	30/7/14
b.2	Continue to communicate ongoing actions from staff survey and outcomes to staff i.e. <i>you said, we did</i>	On going
b.4	<ul style="list-style-type: none"> Continue communication to workforce of impact and change to all levels of staff with regard to Moving on, Dacorum Anywhere. Continue to monitor effectiveness of internal communication channels 	On going

Moving On		
<ul style="list-style-type: none"> • Only a third (33%) of staff based at Hemel Hempstead Civic Centre (HHCC) agreed that the move into temporary accommodation would provide opportunities for the Council and its services to improve. • The action plan will address any issues arising from the 'Moving out of Hemel Hempstead Civic Centre' section of the staff survey as part and parcel of the 'moving on' programme 		
Item	Action	Status
c.1	Moving on Programme Training, communication, support programme to help people practice flexible and remote ways of working	30/6/14
c.2	Answers to questions raised at recent staff workshops to be publicised	Completed
c.3	Moving on added to March Staff Conference agenda	Completed
c.5	Further consultation on focus groups recommendations with managers of people and their staff – benefits and feasibility e.g. investigation into electronic staff Q&A discussion thread with link to FAQs	30/7/14

Leadership		
<p>Around a quarter of staff disagree that their <i>group manager</i> (26%), <i>assistant director</i> (24%) and the <i>Corporate Management Team (CMT)</i> (25%) <i>provide strong leadership</i>.</p>		
Item	Action	Status
d.1	<ul style="list-style-type: none"> • Continue focus and initiatives to further increase senior management visibility • Consistent visibility not just occasional conference and weekly Cogblog – encourage ad hoc visits to staff - Invite Assistant Directors to team meetings (if staff agreeable) 	On-going
d.3	Leadership programme – understanding strengths and weaknesses of leadership styles – build staff workshop findings into leadership programme	On-going

Resources		
160 staff members reported that their service has made savings, of which 63% think these savings have had a negative effect on the service. 27% of staff disagree that they have the resources they need to do their job.		
Item	Action	Status
e.1	<ul style="list-style-type: none"> Productivity can be measured through CorVu . We can establish using Key Performance Indicators if services are more productive. Communicate evidence based findings through an internal communications campaign 	30/6/14 30/9/14
e.2	By publishing and monitoring our performance in the Corporate Plan we can assess our ongoing performance and progress. Communicate to staff.	30/9/14

Behavioural Change		
Around a third (32%) feel that, across the Council as a whole, staff rarely or never <i>praise each other for a job well done</i> .		
Item	Action	Status
f.1	Results will be used as a baseline for the Behavioural Change Programme.	30/11/14
f.2	Continue to promote and embed values and behaviours through the Behavioural Change Programme.	30/11/14
f.3	Short behavioural change survey will be carried out early autumn to track progress	September 2014