

## **Appendix 2**

### **Staff survey 2016 Draft corporate action plan**

#### **1. BACKGROUND**

Staff were invited to complete a survey earlier this year to give their views about they feel working for the council and feedback on what we could be doing better or differently. Completion rates were good with 45% of staff choosing to participate, compared with the last staff survey carried out in 2014 where 44% of staff participated. The data provides a robust result and should be deemed a satisfactory reflection of staff opinion.

#### **2. KEY SURVEY RESULTS**

##### **Training and development**

Rates of satisfaction have dropped marginally related to training and development. However, the majority, 90% still believe they have the right skills to do their job. However, just under 50% believe that learning and development activities they have completed while working for PCC have helped them to develop their career.

##### **Reward and recognition**

Satisfaction rates for questions relating to reward and recognition have improved but remain on the low side overall. Only 49% of those responding felt they were paid fairly and 52% felt they were getting recognition for a job well done.

##### **Work/life balance**

In terms of work life/balance, more staff are working flexibly and they believe this helps them manage their workload. Access to the correct resources and being able to get their work done in their contracted hours has decreased however, with only 55% believing they can get their work done in their contracted hours.

##### **Values**

When asked if they were proud to work for the council, no significant change was recorded with 64% indicating this was still the case.

##### **Change**

Change continues to be challenging for council staff. The management of change in 2014 scored at very low levels and has dropped even further in 2016 with only 25% believing the council as a whole manages change effectively. Only 40% believe their service/directorate managers change, down from 47% in 2014.

##### **Communications**

There has been a slight decrease overall about how well staff feel teams are working across the council. The number of staff who feel well informed about the council has also shown a marginal decrease from 61% to 60% and although increased compared with the last survey, still only 52% of staff find the information on the intranet helpful.

##### **Leadership/My manager**

When asked about Leadership, scores had improved with the exception of confidence provided at Director/HOS level, which fell to 52% confidence rate from 57%. Levels of

positive agreement vary directorate to directorate, however overall those agreeing that they feel involved in decision making have fallen from 50% in 2014 to 41% in 2016. Staff also feel like their directorates are listening to them less, with positive satisfaction levels falling by over 7% to 43% of staff agreeing that they are listened to and that their suggestions are responded to.

## **PDR**

Marginally more respondents indicated they have had a PDR in the last 12 months. However perceived values seems to be low and results indicate that although more PDRs may be taking place the quality or the required outcomes are not taking place. Only 73% of those having a PDR indicated that they had clear work objectives (down by 6%), 67% knew how their work contributed to the overall directorate business plan (down by 7%), while only 77% had considered and agreed a development plan (down by 12%).

## **3. FOCUS GROUPS**

As part of the council's response to the survey, all staff were invited to take part in a focus group to help better understand staff concerns about key issues. Two focus groups we held and the discussions were focused around what would make staff prouder to work for the council, how they could feel more informed and what makes them rewarded and recognised for doing a good job.

## **4. ACTION PLAN**

A council wide action plan tackling areas highlighted in the survey and focus groups is suggested around the following areas:

## **PROUD TO WORK AT THE COUNCIL**

- \* only 64% of staff indicated they are proud to work at the council, a similar result to the last staff survey
- \* there was a 5% decrease from the last survey of staff who believe their work makes a positive difference
- \* the focus groups indicated greater clarity is needed around the values staff work to and greater consistency is needed from staff and mangers about working to these
- \* the focus groups also indicated that greater clarity is needed by staff on how decisions are made and the political process
- \* there was a decrease from the last survey of staff who believe the council is responding well to our financial challenges and how effectively it manages change

## **PROPOSED ACTIONS**

### **refresh promotion of values**

Our ways of working are part of our core values and work in conjunction with our organisational goal and guiding principles. They tell us what we can expect of colleagues and what they should expect of us which give staff and managers a clear steer on how the organisation wants us to conduct ourselves and treat each other. We will refresh the promotion of these values and ways of working through existing posters and internal communications tools to ensure a consistent focus on these for staff.

### **proud to work at PCC campaign**

A new internal communications campaign will be designed to recognise and celebrate staff success, building pride and advocacy. Internal communications will develop and implement ways to celebrate staff success, via day to day internal communications channels and via a staff success campaign designed to highlight and recognise staff achievements.

### **enhance understanding of political process and greater transparency**

Training sessions will be offered to staff to help them to understand the council's political process.

### **refresh and promotion of council plan**

Information will be shared with staff to help them understand more about the council priorities including how the council is responding to our financial challenges, generating income and managing change.

## **REWARD AND RECOGNITION**

\* only 52% of staff are satisfied with the recognition they get for doing a good job. The focus group discussions confirmed that managers and also customer feedback helps to improve morale

\* fewer than 50% of staff believe that learning and development activities they have completed while working for PCC have helped them to develop their career

## **PROPOSED ACTIONS**

### **customer service feedback scheme**

A new 'How did we do today' customer feedback scheme is being introduced in November and this will provide customers with a clear route to provide feedback on customer service. Feedback gathered through this scheme will be collated monthly and provided to the services that it relates to and will be used to provide feedback to staff.

### **training and development opportunities**

The apprenticeship levy being introduced next April requires the council to make an investment in apprenticeships and we will pay the levy on our entire pay bill at a rate of 0.5%. This levy will allow us to access funding for apprentices and the potential that we can use funding from the levy to develop our workforce and upskill our existing staff will be explored.

## **COMMUNICATION WITH STAFF - FEELING INFORMED AND FEEDING BACK**

\* 60% of staff feel well-informed about the council, a marginal decrease from the last survey

\* the scores around change have seen a significant drop in staff satisfaction, in particular around the question of staff feeling involved in decisions that affect their work and having the opportunity to contribute views and suggestions

\* there is a correlation that staff who are based outside of the civic office don't feel as well informed as their civic office colleagues on council issues

\* the response rate from staff to the survey who don't have access to email who completed paper returns is very low

\* 51% of staff feel the information on the intranet is useful and although this is a slight increase from the last survey this figure is still low. The focus groups also highlighted that staff felt that it was a priority to improve the intranet

## **PROPOSED ACTIONS**

### **introduce more visible feedback loops**

Staff need to feel that they are being listened to. So more effective feedback mechanisms will be created for internal communications campaigns and council-wide cascades to encourage staff to feedback and feel part of the changes in the council.

### **improved targeting of audiences**

Staff who work outside of the Civic are less likely to feel well informed. So a new email marketing tool is being introduced into marketing and communications and will be used to create targeted email distribution lists of staff who work outside of the civic, allowing more targeted information. Further work will take place to clarify those staff who don't have access to email, who their managers are and establish the most effective way to communicate with them.

### **improved web and intranet**

We have listened to feedback from staff and residents and the website and intranet have been reviewed. As a result, changes will be happening over the coming few months to make information easier to find, and to make the sites more engaging to look at.