

## PLYMOUTH CITY COUNCIL

**Subject:** The View from You Employee Survey 2012  
**Committee:** Employment Liaison Committee  
**Date:** 21 January 2013  
**Cabinet Member:** Councillor Peter Smith  
**CMT Member:** Mark Grimley, Assistant Director for HR and OD  
**Author:** Eve Skuse, Head of Organisational Development  
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Email: eve.skuse@plymouth.gov.uk

**Ref:**

**Key Decision:** No

**Part:** I

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### **Purpose of the report:**

Members of Employment Liaison Committee to note results of 2012 staff survey.

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### **Corporate Plan 2012 – 2015:**

Work together to maximise resources to benefit customers and make internal efficiencies.

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### **Implications for Medium Term Financial Plan and Resource Implications:**

**Including finance, human, IT and land**

None

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### **Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:**

None

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### **Recommendations & Reasons for recommended action:**

Members of Employment Liaison Committee to note further actions arising from employee survey process.

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### **Alternative options considered and reasons for recommended action:**

N/A

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### **Background papers:**

N/A

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### **Sign off:**

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report?											

# THE VIEW FROM YOU 2012

Plymouth City Council



Report to Employment Liaison Committee	Date 21/01/13
Report title The View from You Employee Survey 2012	
CMT lead Mark Grimley	Cabinet lead Councillor Smith
<p>What are the key points?</p> <p>Initial findings from The View from You Employee Survey 2012, which achieved a 53% take up rate across the corporate workforce, are attached for consideration. Communications and Engagement plans include:</p> <ul style="list-style-type: none"><li>• Council Report and Directorate reports have been circulated (7/12) to CMT</li><li>• Council, Directorate and Department findings shared at Team Plymouth and initial actions agreed with Directors 14/12</li><li>• Staffroom communication to staff 17/12</li><li>• Council and Directorate findings and commitment posted on webpages from 17/12 onwards</li><li>• Share findings and initial actions at Employee Liaison Committee 21st January 2013</li><li>• Payroll insert for staff included January payslip</li><li>• Service area reports released by end January</li><li>• Management teams to discuss their results in January/February 2013 and share with staff.</li><li>• “Action Planning” to commence February/March 2013.</li><li>• Mid-year review of actions plans and progress of implementation ( also pay insert) October 2013</li><li>• Interim engagement survey November 2013</li></ul>	
Contact officer and relevant background papers Eve Skuse ext 7565	

## I. Overview Take-Up

The response rate for the council was 53%, slightly down on the 2011 survey. It was initially thought this could be due to the fact that we asked for “service areas” and there were concerns around protection of anonymity. Further analysis reveals that whilst the online response rate for office based staff remained virtually unchanged from 2011 (67%), the “paper” response rate for non-office based staff fell from 36% in 2011 to 30% this year.

**Directorate**

Corporate Services

Executive Office

People

Place

**%****63****90****49****49****1.1 Breakdown Take-Up**

Rank	Directorat	Department	2012 % Score	2011 % Score	Difference %	Assistant Director	
1	PLACE	Planning Services	100	83	17	Paul Barnard	↑
2	EXEC	Policy & Performance	100	100	0	Giles Perritt	↔
3	CORP	HR & OD	93	100	-7	Mark Grimley	↓
4	CORP	Customer Services	91	100	-9	-	↓
5	CORP	Democracy & Governance	77	77	0	Tim Howes	↔
6	PEOPLE	Homes & Communities	69	NA	-	Stuart Palmer	-
7	EXEC	Corporate Communications	67	100	-33	Richard Longford	↓
8	PLACE	Economic Development	66	100	-34	David Draffan	↓
9	PEOPLE	Adult Social Care	54	50	4	Pam Marsden	↑
10	PLACE	Transport	52	80	-28	Clive Perkin	↓
11	PEOPLE	Children's Social Care	49	64	-15	Dave Simpkins	↓
12	CORP	FETA	49	47	2	Malcolm Coe	↑
13	PEOPLE	Education, Learner & Family	39	NA	-	Maggie Carter	-
14	PLACE	Environmental Services	35	30	5	Jayne Donovan	↑

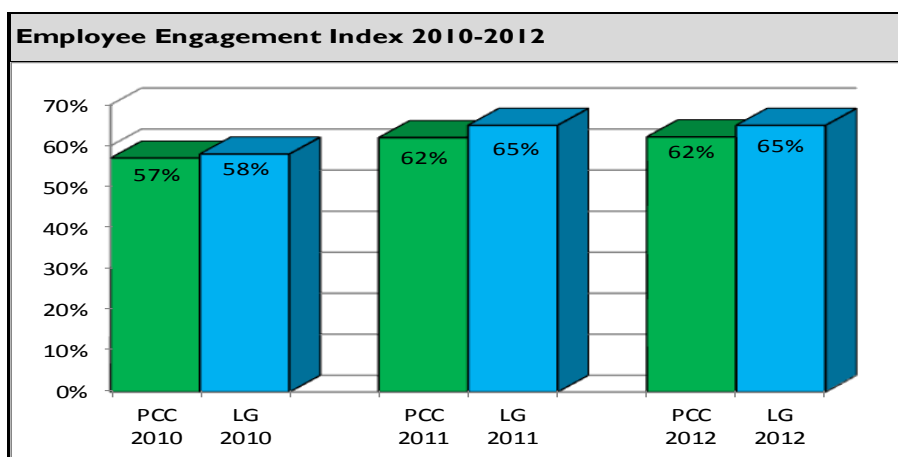
**2. Overview Council Engagement**

The overall engagement index for the council (utilising the industry standard 'Say, Stay, Strive' model) remained the same as 2011 at 62%, however, the local government benchmark was 65%.

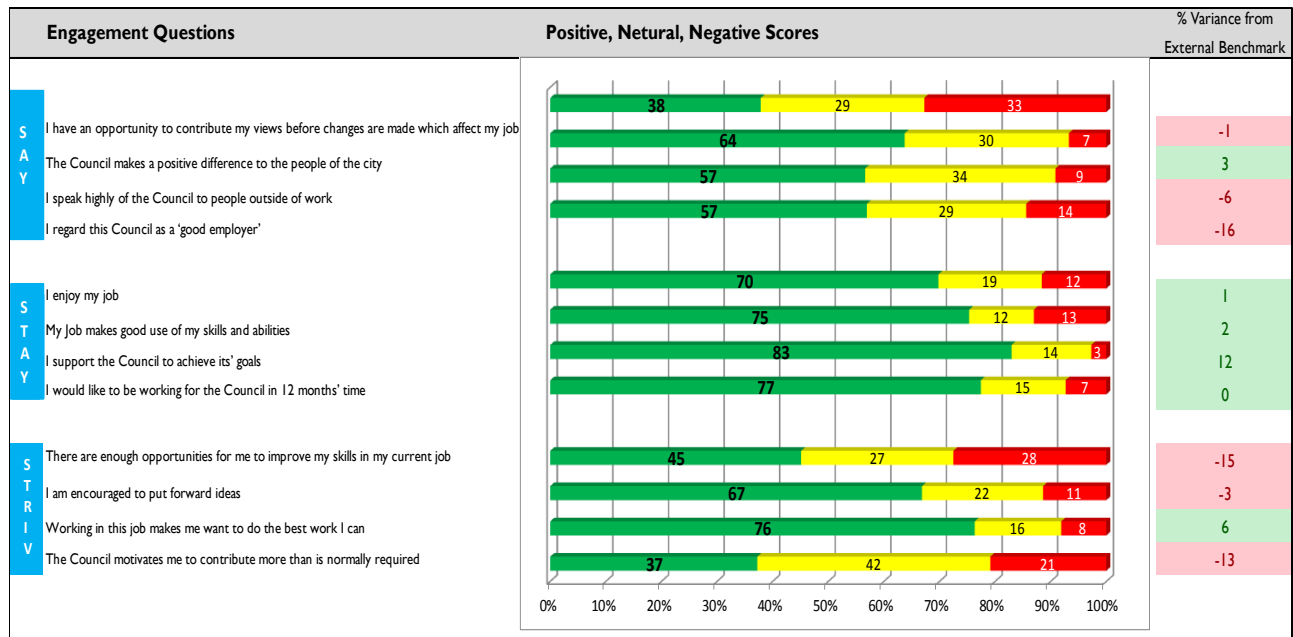
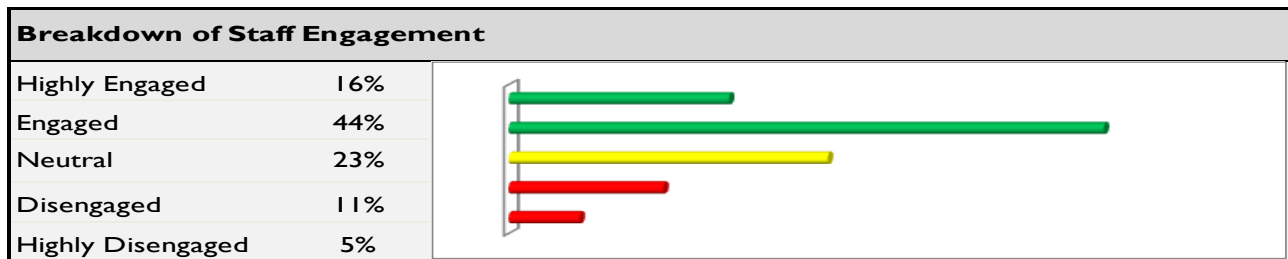
Engagement levels for Corporate Services and Place increased whilst those for People and Place decreased.

Your Employee Engagement Index is:
<b>62%</b>

Your Return Rate is:
<b>53%</b>

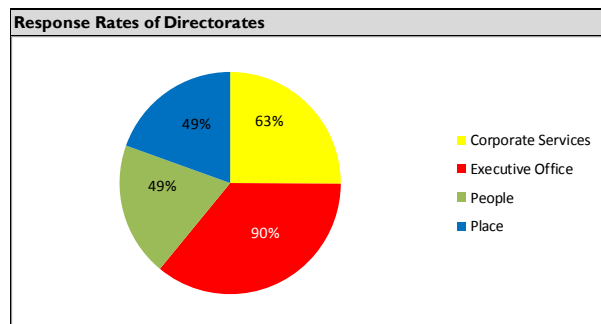


## 2.1 Breakdown Engagement



## 2.2 Directorate Engagement

Directorate Engagement Scores	2012	2011	Change
Corporate Services	63	62	1
Executive Office	66	67	-1
People	63	65	-2
Place	59	57	2



## 2.3 Department Engagement

Department		2012	2011	Change
CORP	HR & OD	73	70	3
PEOPLE	Homes & Communities	72	69	3
PLACE	Economic Development	71	70	1
CORP	Democracy & Governance	67	70	-3
PLACE	Transport	66	52	14
PEOPLE	Education, Learner & Family	66	68	-2
PLACE	Planning Services	66	68	-2
EXEC	Policy & Performance	66	-	-
CORP	Finance, Technologies, Efficiencies & Assets	61	59	2
PEOPLE	Children's Social Care	61	61	0
CORP	Customer Services	59	58	1
EXEC	Corporate Communications	57	-	-
PEOPLE	Adult Social Care	54	61	-7
PLACE	Environmental Services	46	51	-5

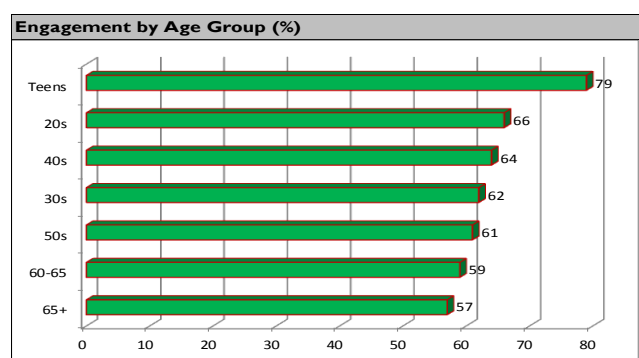
## 2.4 Additional Analysis Engagement

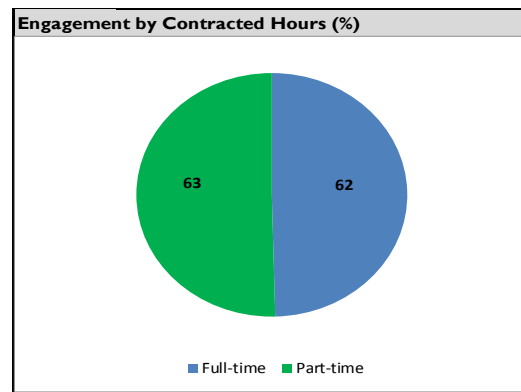
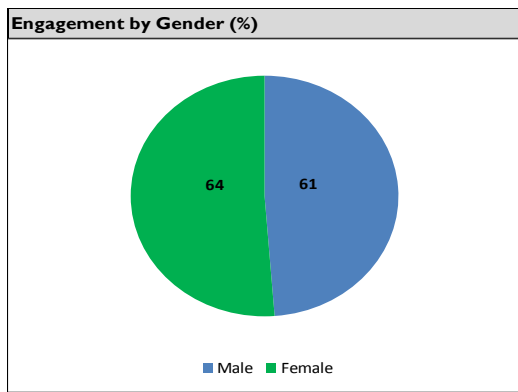
Further analysis has been conducted on staff engagement levels by these various sub categories. There is little variation in terms of gender (64%:61% female/male) or contracted hours (63%:62% part-time/full-time).

When looking at engagement levels and age group, the most engaged staff are in their teens followed by those in their twenties. The least engaged staff are in their fifties and sixties, with a gradual decline visible in the older age groups.

When analysing engagement levels by job type, as is usual the higher the job type the higher the engagement level. In terms of change from 2011 there have been rises in the engagement levels of Customer Facing Workers, Technical Managers and Semi-Professionals. However, there has been a noticeable decline in engagement levels of frontline workers and professionals and four categories of manager; Supervisors, Managers, Operational and Strategic Leaders (ranging from 1-5%).

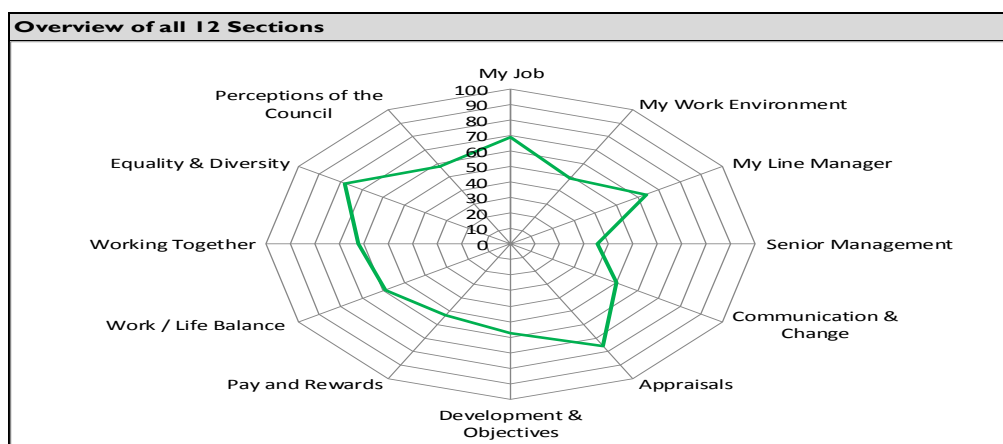
Engagement by Job Type	2012	2011	Difference
Strategic Leader	81	83	-2
Operational Leader	78	83	-5
Manager	73	74	-1
Technical Manager	70	68	2
Professional	63	66	-3
Semi - Professional	61	60	1
Customer Facing Worker	60	59	1
Supervisor	58	62	-4
Frontline Worker	54	56	-2





### 3. Overview findings for each category

Looking at the overview of the twelve sections, the highest scoring section was that of equality and diversity, followed by appraisals. Sections on job, line manager, team work and work life balance scored well. The lowest scoring sections related to pay and rewards, communication and change, working environment and senior management. Once again these low scoring sections correlate to the largest number of comments received on how to improve working life at the council.



### 4. Top/Bottom 10 scoring questions

An analysis of the top ten questions for each category (positive, neutral, negative) the top two highest scores were for the competency framework and appraisal meetings.

Support for the council's goals and departmental objectives also scored highly, supported by the question on staff's understanding on how their work links to these goals and objectives.

In terms of negative scoring questions, the highest score (one in two staff) relates to the belief that senior management are unaware of what the staff have to deal with on a day-to-day basis. Other high scoring questions relate to job security, lack of staff and resources, pay and the ability to speak up and challenge the way things are done.

	Top 10 Positive Scores	2012
P O S I T I V E	40. I understand from the competency framework and my job type the behaviours expected of me	89
	43. I contributed to discussions at my appraisal meeting	88
	32. I am committed to my department's objectives and priorities	84
	31. I support the Council to achieve its' goals	83
	56. I participate in team discussions and make suggestions on how we can improve things	82
	4. I understand how my work links to the objectives of my department and council	82
	66. This Council respects individual differences (e.g. cultures, backgrounds, ethnicity)	81
	60. My team willingly works with other departments and partners to deliver better services	80
	45. During my appraisal my manager acknowledged my successes and helped me to understand what good performance is	78
	46. I feel that my appraisal was accurate and fair	78
	Top 10 Negative Scores	2012
N E G A T I V E	27. Senior Management are aware of what I have to deal with on a day-to-day basis	50
	8. I feel my job security is good	49
	64. My team has enough staff to get the job done	41
	37. I feel able to speak up and challenge the way things are done in the Council	37
	65. My team has enough resources (equipment, space, etc) to get the job done	34
	50. I feel my pay is fair	33
	57. Team Morale is good where I work	33
	36. I have an opportunity to contribute my views before changes are made which affect my job	33
	28. Senior Management manage change well	30
	39. I believe that action will be taken on problems identified in this survey	30

## 5. Comparison Information

Analysing changes from the **previous survey**; the highest increases in question scores relate to senior management visibility, support for the council's goals, inter-departmental co-operation and appraisals. The greatest decrease in question scores relate to pay and benefits (both falling by 13%), action on previous staff surveys and enjoyment of jobs.

When comparing the council scores to the **local government benchmarks** the council exceeds the benchmark in questions relating to appraisals, supporting the council in its goals and understanding of its vision, and inter-departmental co-operation.

The council falls below the benchmarks in questions relating to job security, receiving the right amount of information about council business and the challenges it faces, belief in action resulting from the staff survey and their working environment.

## 5.1 Tables

Change from Previous Survey more than 5 points (2010 / 2011)		2012	2010/11	Variance
POSITIVE	24. Senior Management are visible to me	50	34	16
	31. I support the Council to achieve its' goals	83	68	15
	60. My team willingly works with other departments and partners to deliver better services	80	66	14
	45. During my appraisal my manager acknowledged my successes and helped me to understand what good practice I should continue	78	68	10
	6. Working in this job makes me want to do the best work I can	76	70	6
	57. Team Morale is good where I work	42	36	6
	2. I make decisions appropriate to my level	77	71	6
	37. I feel able to speak up and challenge the way things are done in the Council	31	26	5
	26. Senior Management are open and honest in their communications with staff	35	30	5
	47. There are enough opportunities for me to improve my skills in my current job	45	50	-5
NEGATIVE	3. I am clear about what I am expected to achieve	76	81	-5
	64. My team has enough staff to get the job done	35	40	-5
	63. My team acts on feedback on how happy customers are with the service they receive	64	69	-5
	17. My Line Manager passes on my feelings and thoughts on important issues to the relevant departments	53	58	-5
	4. I understand how my work links to the objectives of my department and council	82	87	-5
	36. I have an opportunity to contribute my views before changes are made which affect my job	38	44	-6
	58. My team works well together	73	80	-7
	65. My team has enough resources (equipment, space, etc) to get the job done	40	47	-7
	9. I am happy with my working environment	49	57	-8
	7. I enjoy my job	70	80	-10
	38. I feel that issues identified in previous Staff Surveys are being acted upon	20	31	-11
	51. I am satisfied with my total benefits package (e.g. pension, annual leave)	54	67	-13
	50. I feel my pay is fair	47	60	-13

LG Benchmark Comparison		PCC	LG Benchmark	Variance
POSITIVE	45. During my appraisal my manager acknowledged my successes and helped me to understand what good practice I should continue	78	64	14
	30. I am aware of the Council's vision and priorities	75	62	13
	60. My team willingly works with other departments and partners to deliver better services	80	68	12
	31. I support the Council to achieve its' goals	83	71	12
	2. I make decisions appropriate to my level	77	67	10
	46. I feel that my appraisal was accurate and fair	78	71	7
	6. Working in this job makes me want to do the best work I can	76	70	6
	13. My Line Manager is able to answer my questions about senior management decisions	57	51	6
	24. Senior Management are visible to me	50	44	6
	68. I feel able to report bullying, harassment or discrimination	76	71	5
NEGATIVE	67. I am treated with fairness and respect	77	72	5
	54. I am comfortable with the pressure placed upon me in my job	56	61	-5
	51. I am satisfied with my total benefits package (e.g. pension, annual leave)	54	59	-5
	63. My team acts on feedback on how happy customers are with the service they receive	64	69	-5
	3. I am clear about what I am expected to achieve	76	82	-6
	72. I speak highly of the Council to people outside of work	57	63	-6
	37. I feel able to speak up and challenge the way things are done in the Council	31	39	-8
	4. I understand how my work links to the objectives of my department and council	82	90	-8
	58. My team works well together	73	82	-9
	5. I understand how my work contributes to the vision for the city	73	83	-10
	70. The Council motivates me to contribute more than is normally required	37	50	-13
	39. I believe that action will be taken on problems identified in this survey	24	37	-13
	47. There are enough opportunities for me to improve my skills in my current job	45	60	-15
	9. I am happy with my working environment	49	64	-15
	65. My team has enough resources (equipment, space, etc) to get the job done	40	56	-16
	52. I regard this Council as a 'good employer'	57	73	-16
	38. I feel that issues identified in previous Staff Surveys are being acted upon	20	37	-17
	33. I receive the right amount of information in the right way at the right time about what is going on	45	62	-17
	25. Senior Management provide opportunities for me to find out from them about the challenges	39	57	-18
	8. I feel my job security is good	23	46	-23



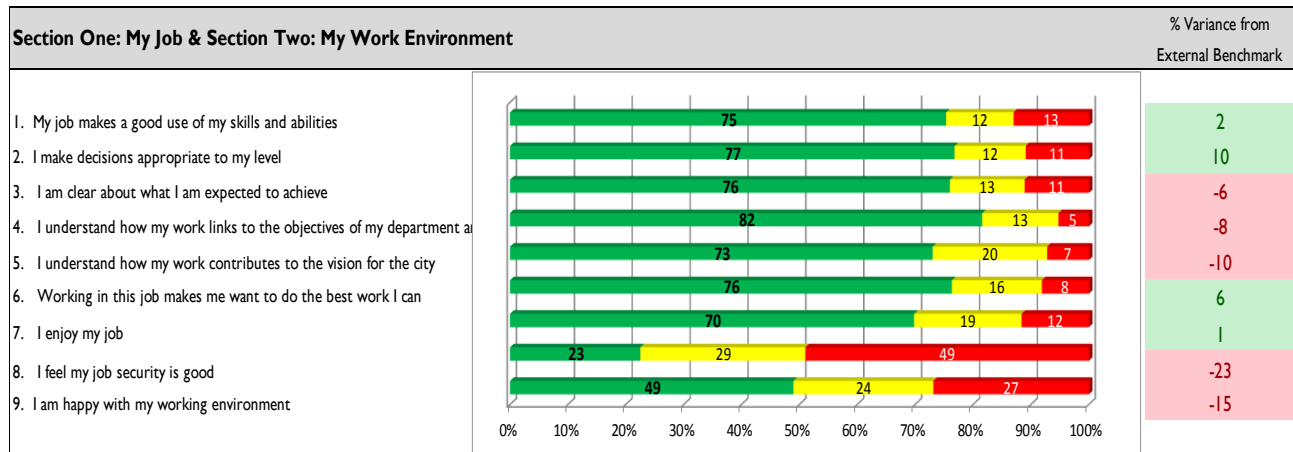
## **6. Comments**

The two highest categories of comments related to a desire for increased pay (both in terms of national standard of living increase and job evaluation), and a better working relationship between staff and management (at all levels).

Other topics which received a large volume of responses related to working environment, staffing levels, job security, restructures and communication (the latter two of which staff believe are in need of great improvement).

An additional question was asked eliciting comments on improvement to staff working environment. The two areas which garnered the most comments related to temperature in the workplace and a dislike of the new hot-desking practice.

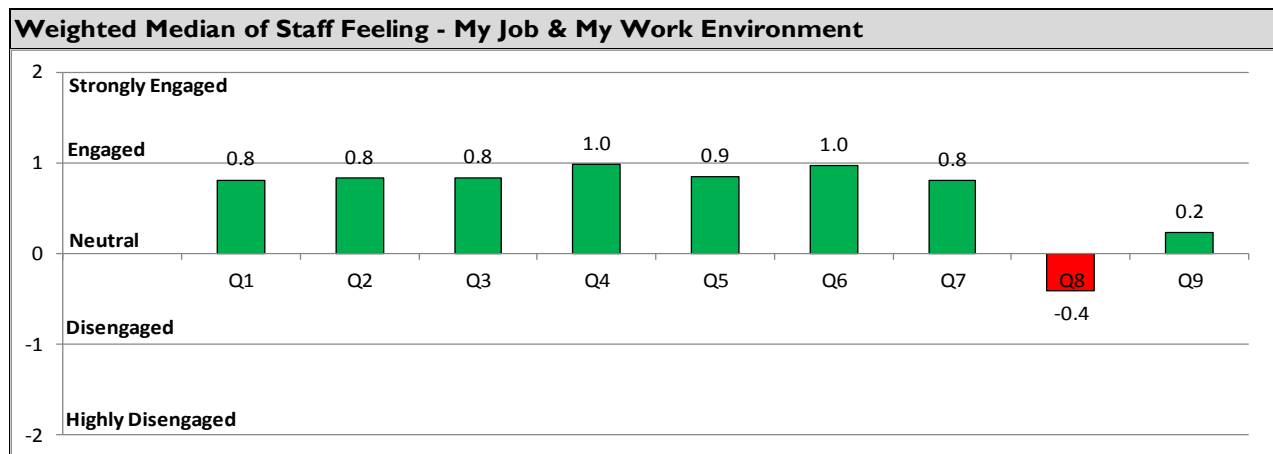
## Appendix I - Section One & Two: My Job & My Work Environment



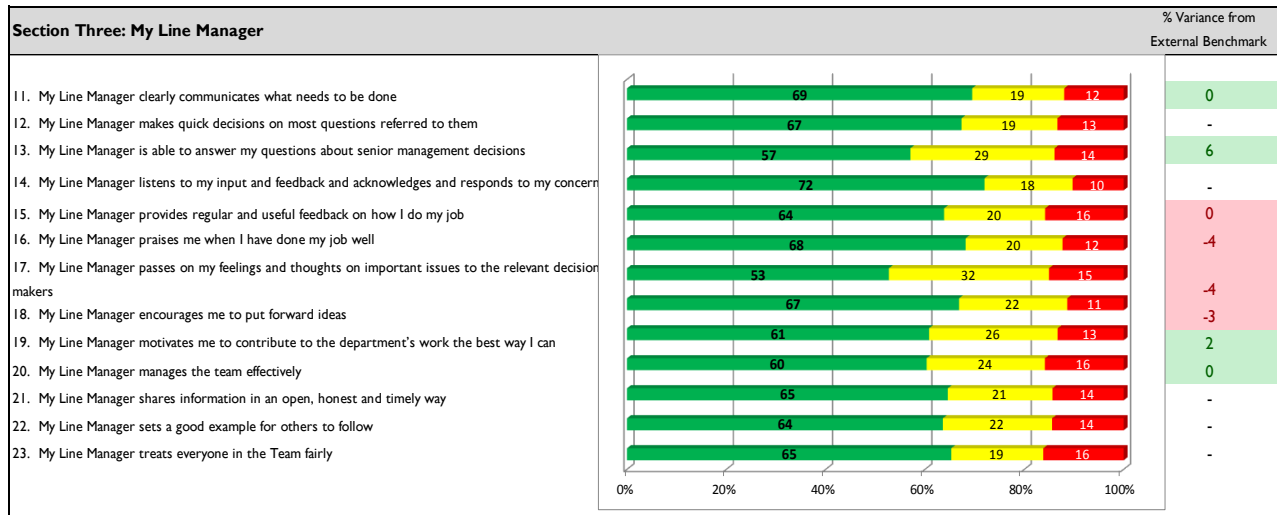
The Weighted Median Score shows the strength of feeling (positive or negative) for each question. All answers will fall within the range -2 to +2 and the best overall score for each question would be +2, the worst would be -2.

A score over +1 is considered to show an area of strength.

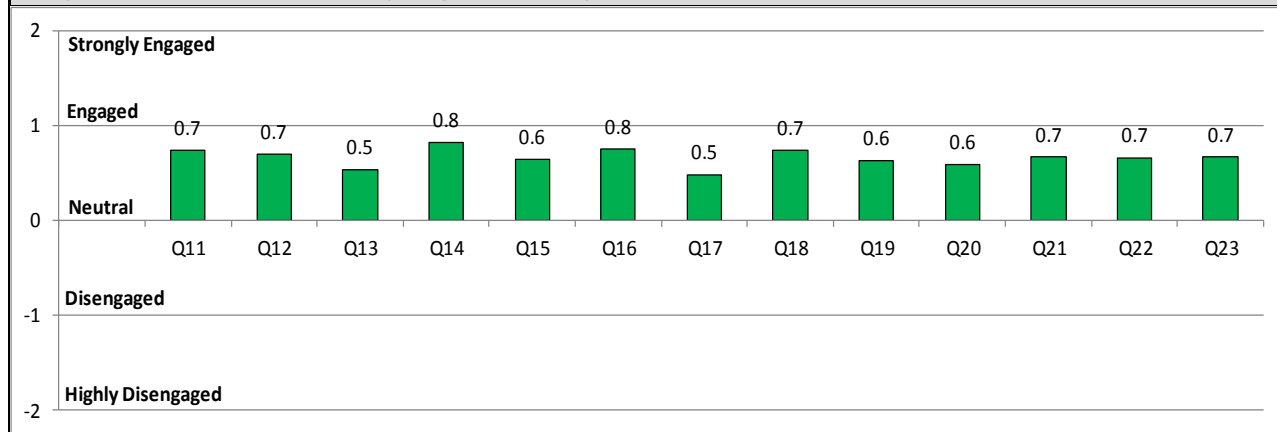
A score below -1 is a sign of a serious problem.



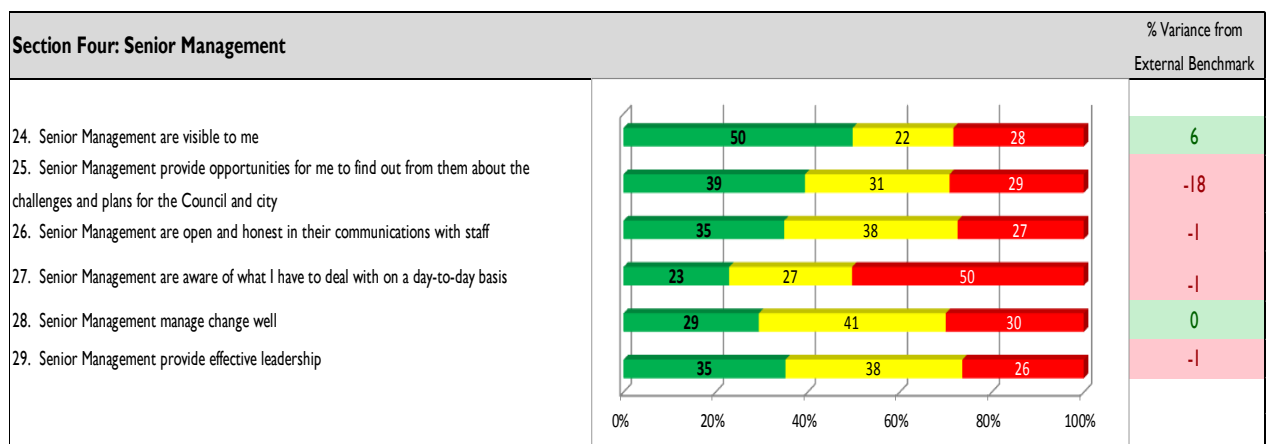
## Appendix 2: Section Three: My Line Manager



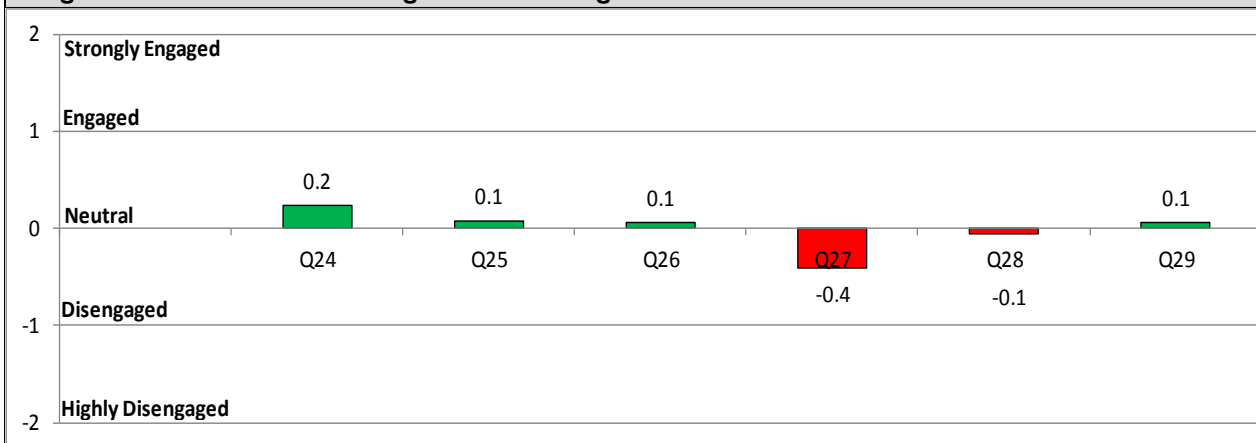
## Weighted Median of Staff Feeling - My Line Manager



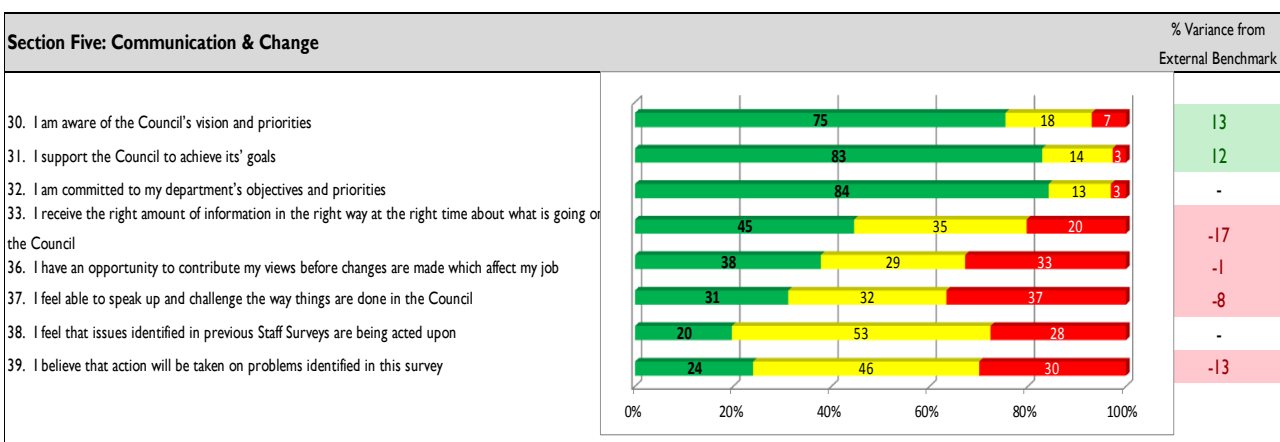
## Appendix 3: Section Four: Senior Management



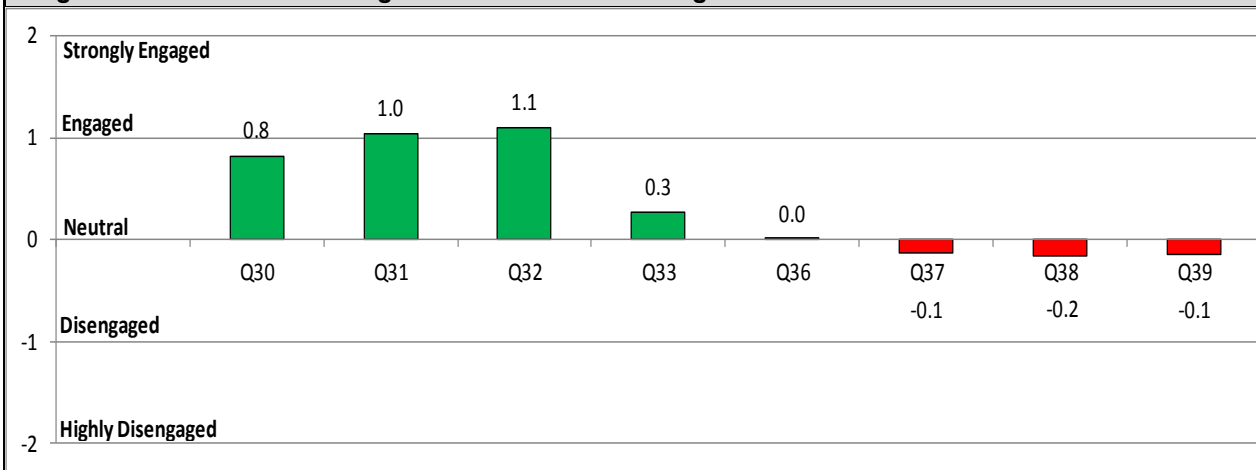
## Weighted Median of Staff Feeling - Senior Management



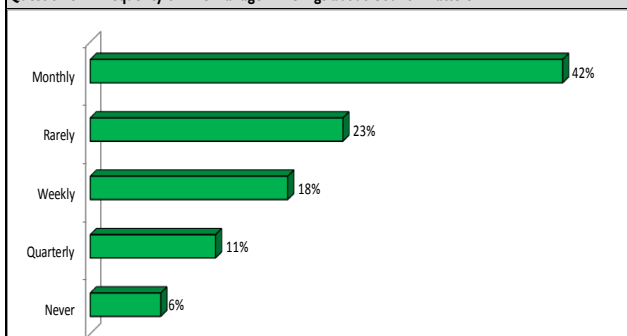
## Appendix 4: Section Five: Communication & Change



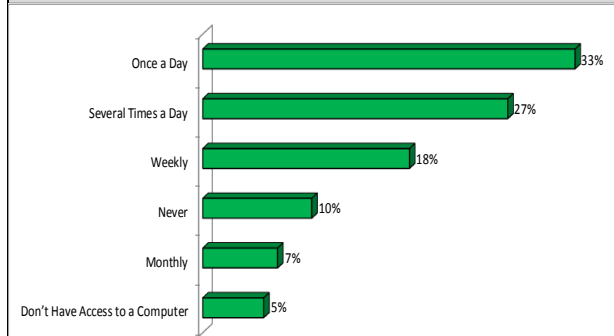
## Weighted Median of Staff Feeling - Communication & Change



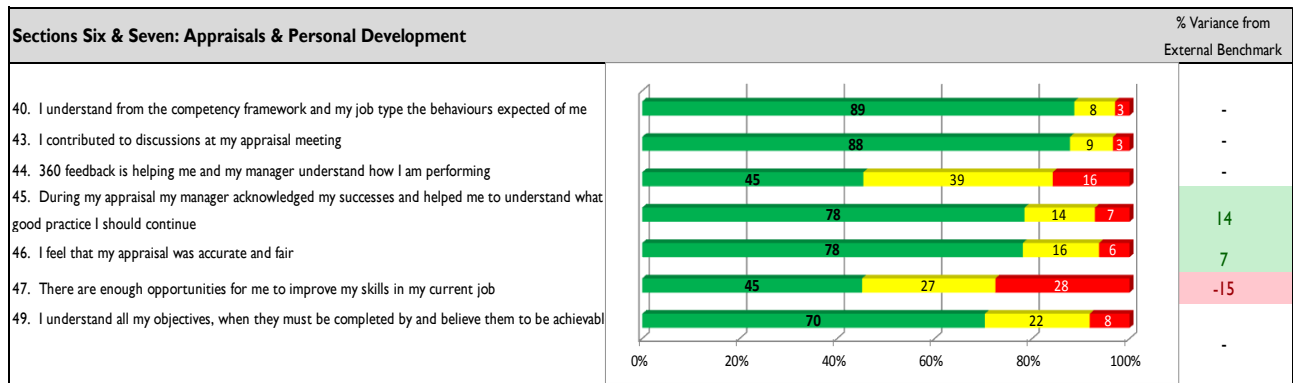
### Question 34 - Frequency of Line Manager Briefings about Council Matters



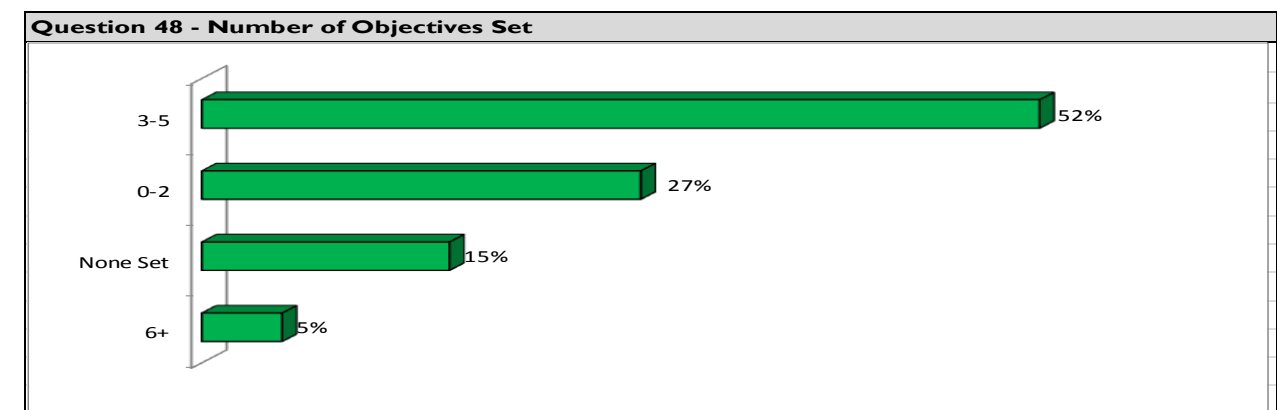
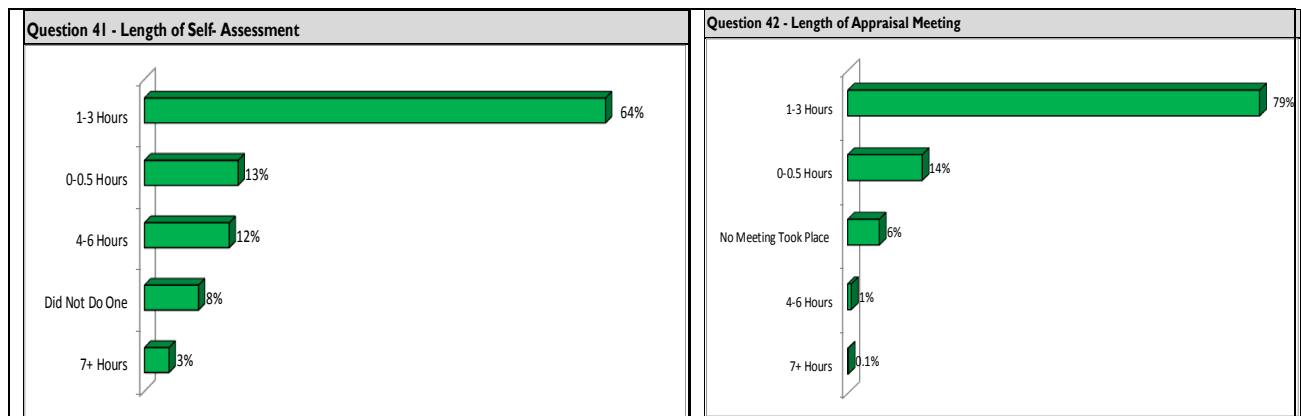
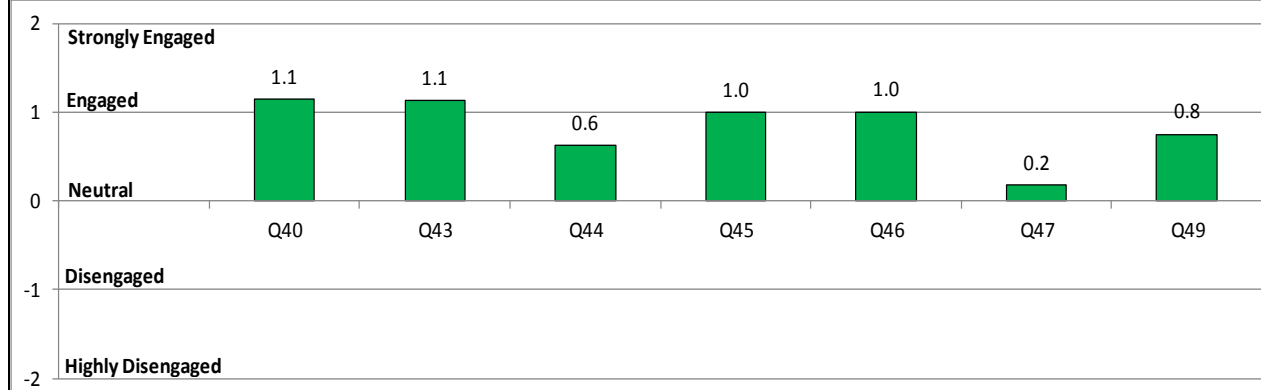
### Question 35 - Use of Staffroom Intranet



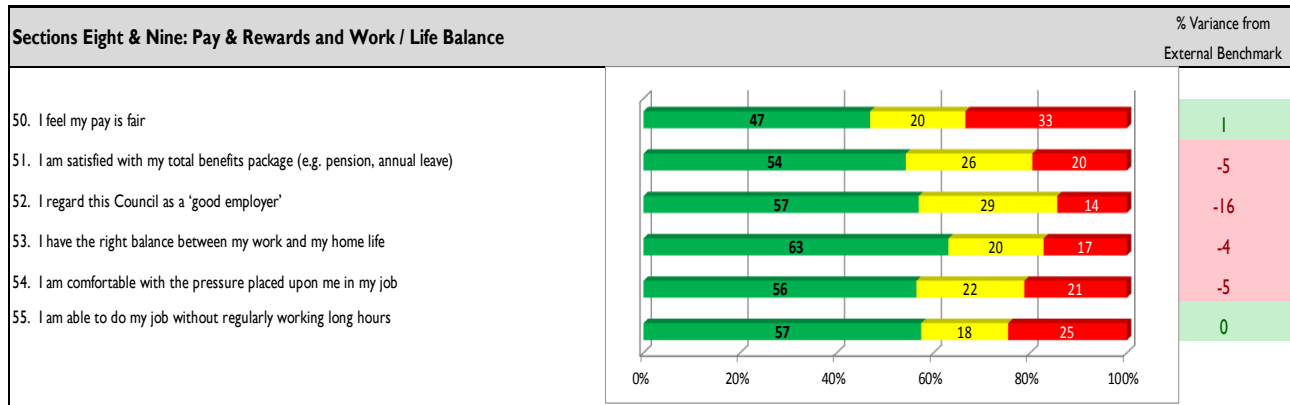
## Appendix 5: Sections Six & Seven: Appraisals & Personal Development



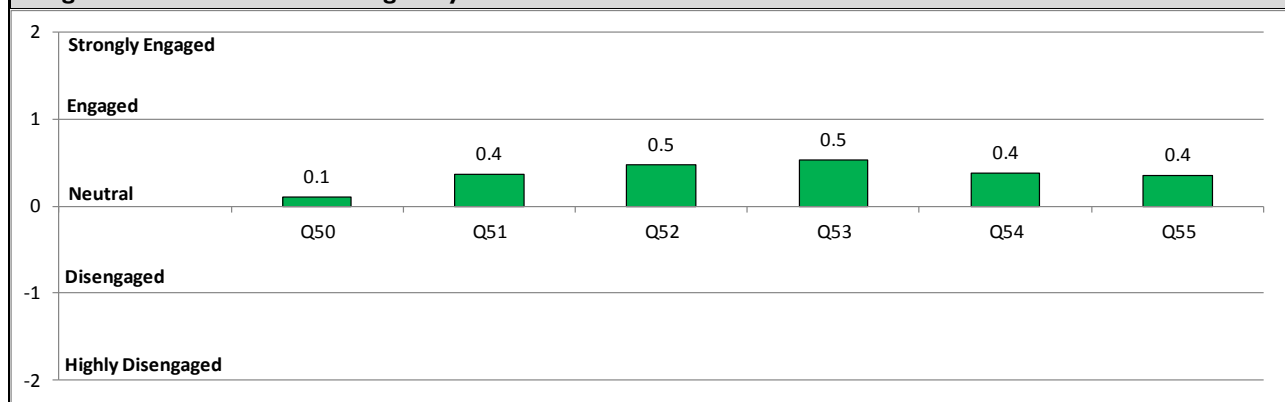
### Weighted Median of Staff Feeling - Appraisals & Personal Development



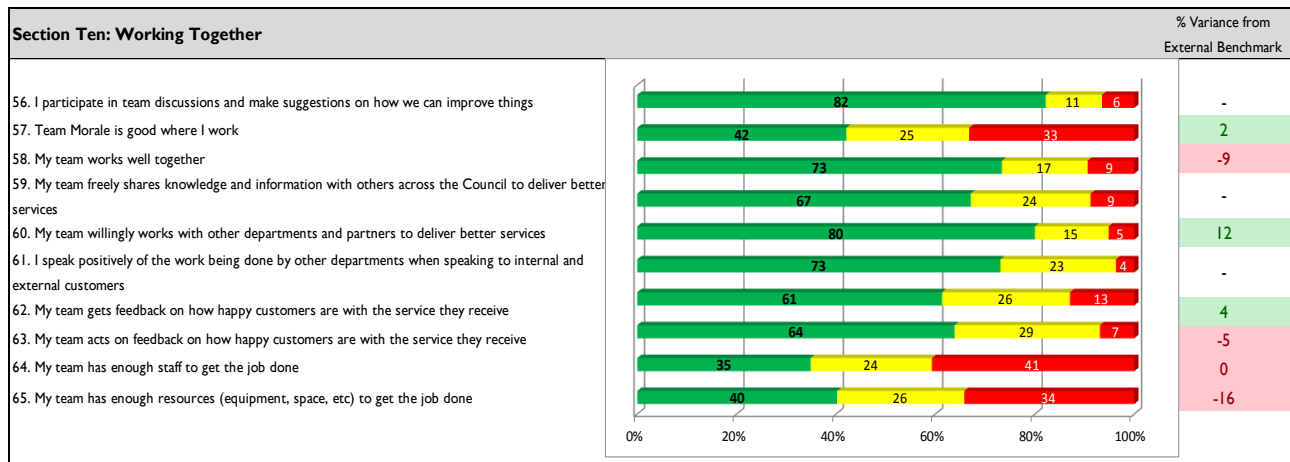
## Appendix 6: Sections Eight & Nine: Pay & Rewards and Work / Life Balance

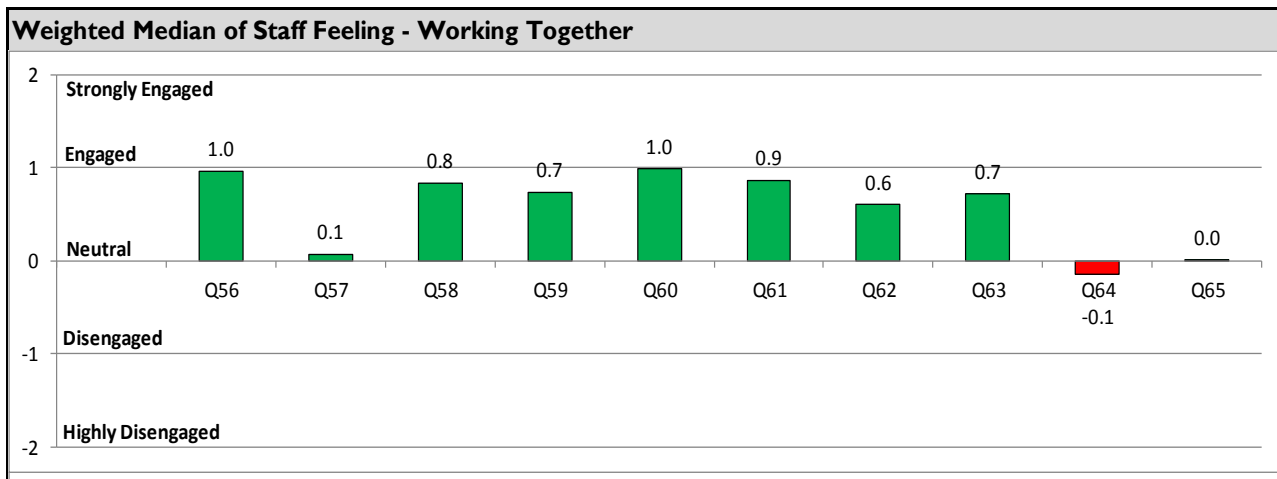


### Weighted Median of Staff Feeling - Pay & Rewards and Work / Life Balance

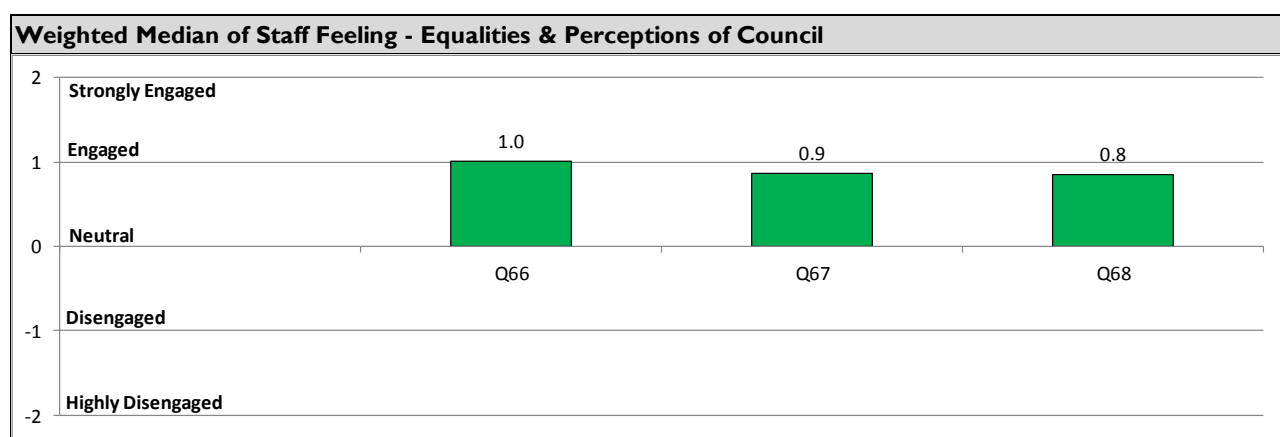
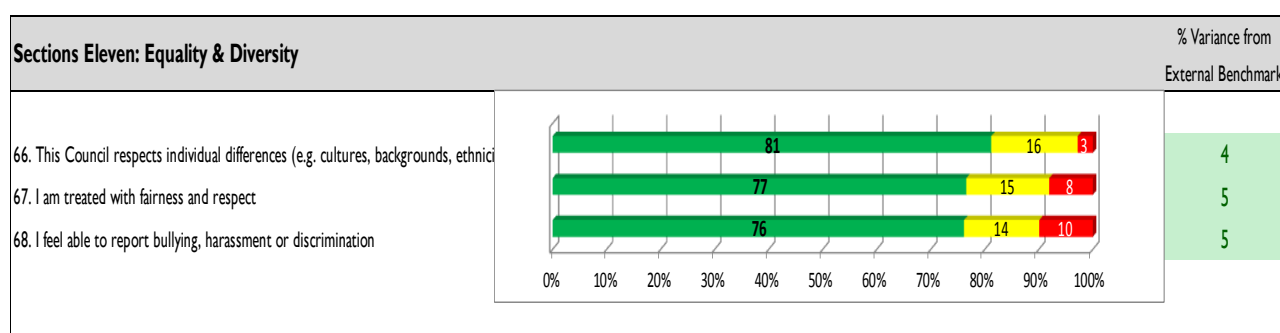


## Appendix 7: Working Together to Provide a Good Service

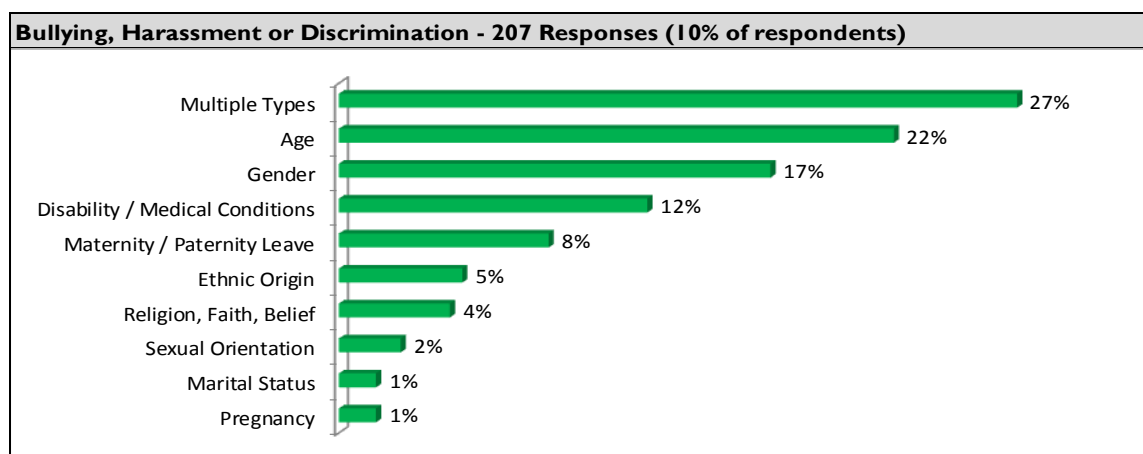




## Appendix 8: Section Eleven: Equality & Diversity



**Question 69:** Have you been subjected to behaviour you would describe as bullying, harassment or discrimination as a result of any of the following?



Appendix 9: Section Twelve: Perceptions of the Council

