

THE VIEW FROM YOU 2014

Plymouth City Council



I. REPORT HEADLINES

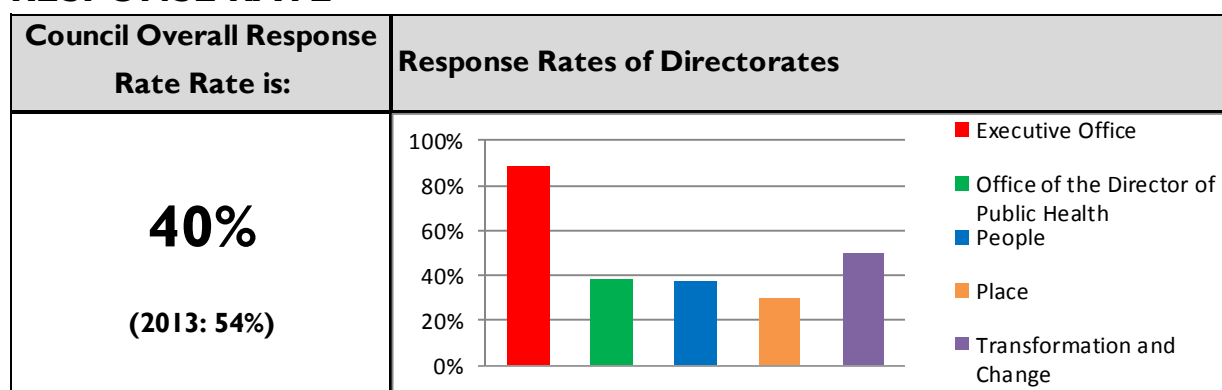
The initial analysis of the 2014 staff survey shows progress in many areas and also highlights where the Council needs to focus attention. The engagement score is very similar to last year, reflecting the degree of commitment and enthusiasm that colleagues have for their work, however the overall response rate was a lot lower.

Positive responses include staff wanting to do their best and the purpose they see in their work. There was also strong support for line managers, teams working to deliver better services and the Council when it comes to achieving its goals. Colleagues also showed a strong recognition of signals for change and their own preparedness to change.

The responses highlighted that the authority has to do better in terms of senior management communication and how it offers opportunities for growth and development.

We will now start a full analysis of the results, in conjunction with Assistant Directors and their teams. This will include looking at the results and comparing them against sickness absence, turnover and areas that have gone through major change this year. We will then be using this information to build on areas where we have performed well and make improvements in other areas.

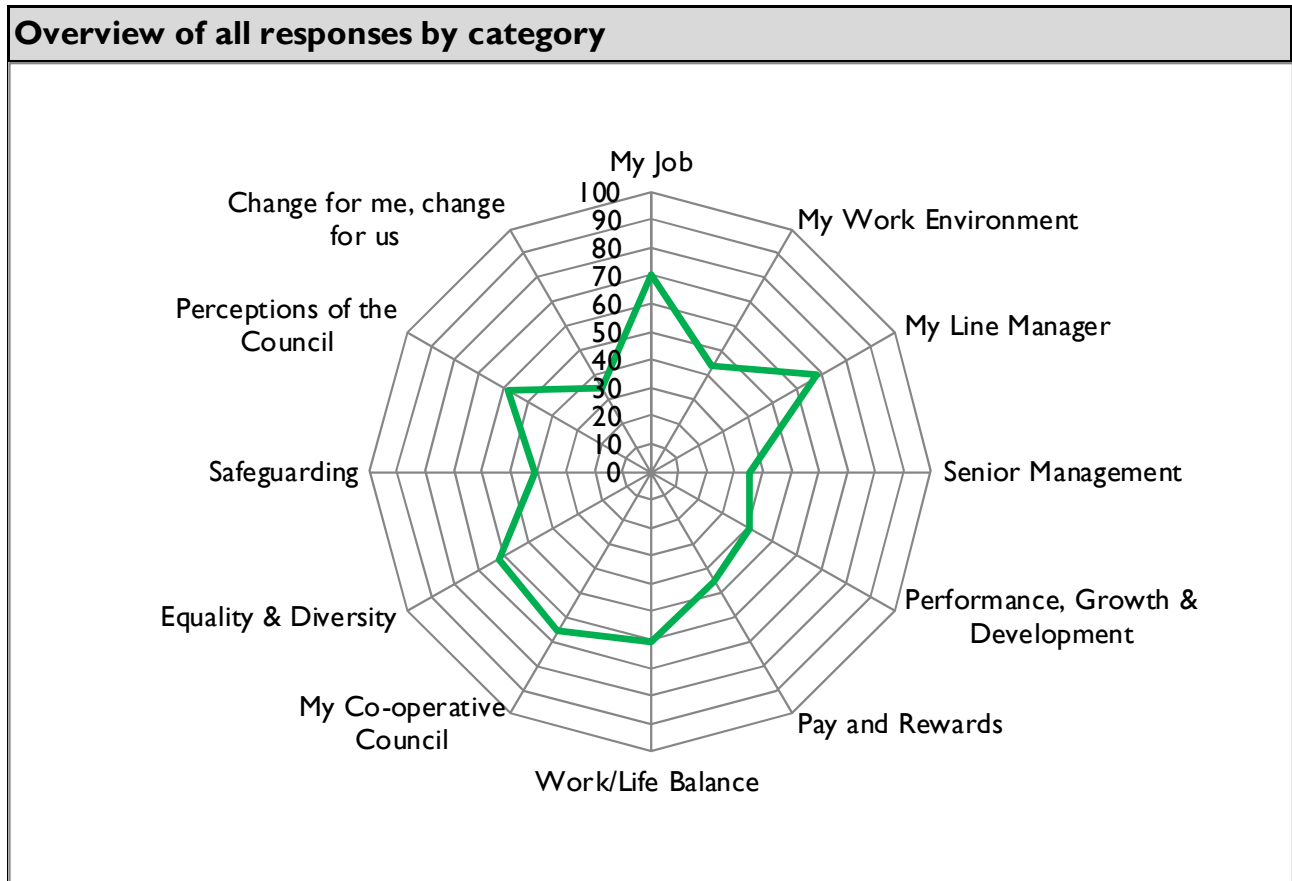
RESPONSE RATE



ENGAGEMENT

Council Overall Employee Engagement:	Directorate Engagement Scores	2013	2014	Change
<p>61%</p> <p>(2013: 62%)</p>	Executive Office	63	71	8
	Office of the Director of Public Health	N/A	54	N/A
	People	63	63	0
	Place	61	65	4
	Transformation and Change	63	55	-8

OVERVIEW OF FINDINGS



HIGHS AND LOWS

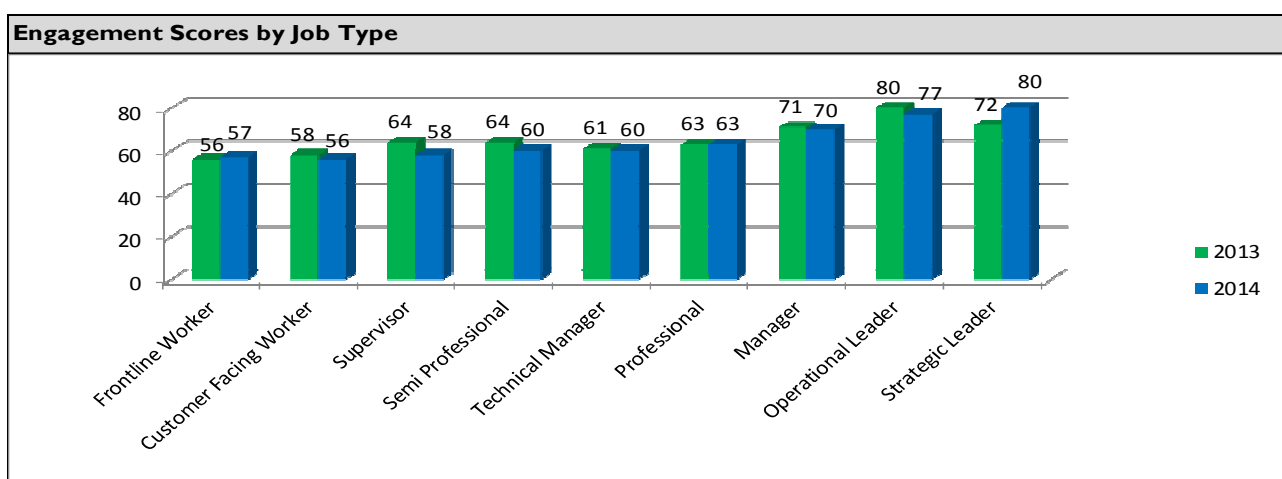
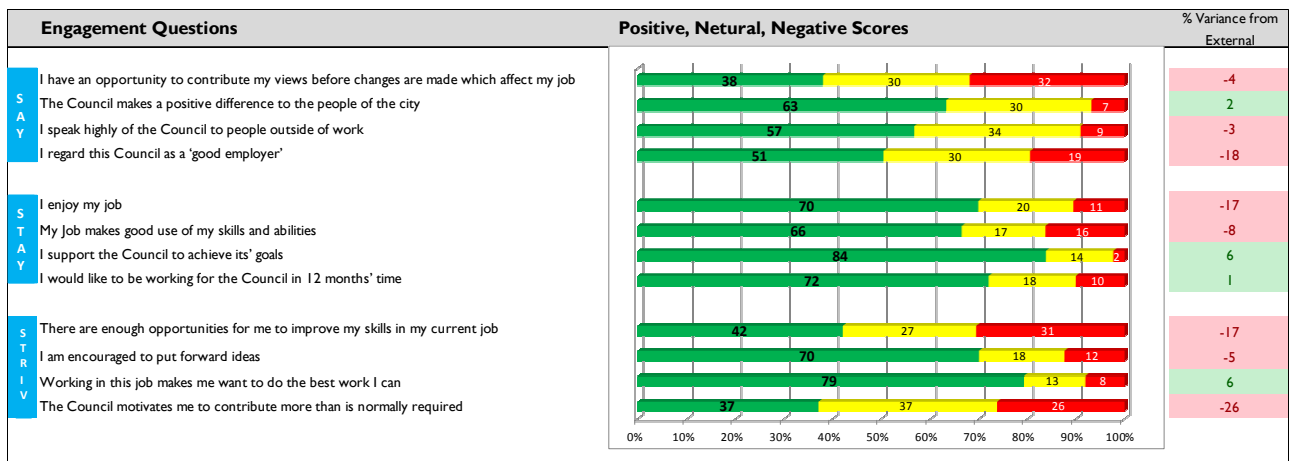
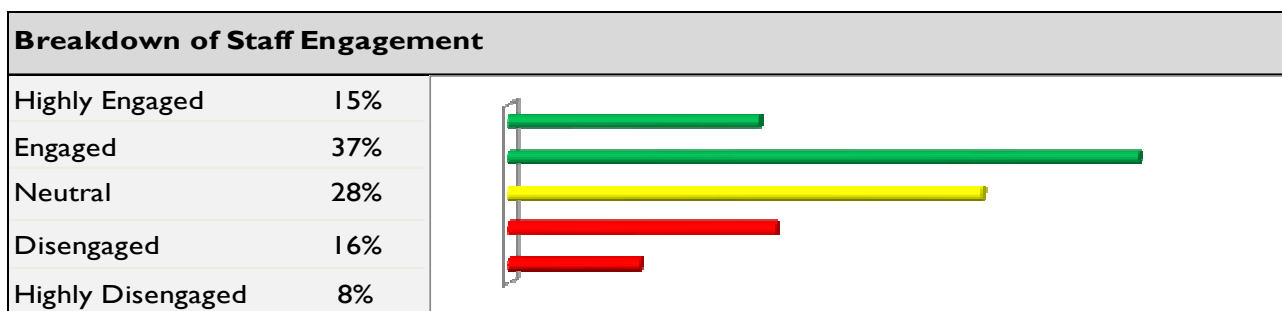
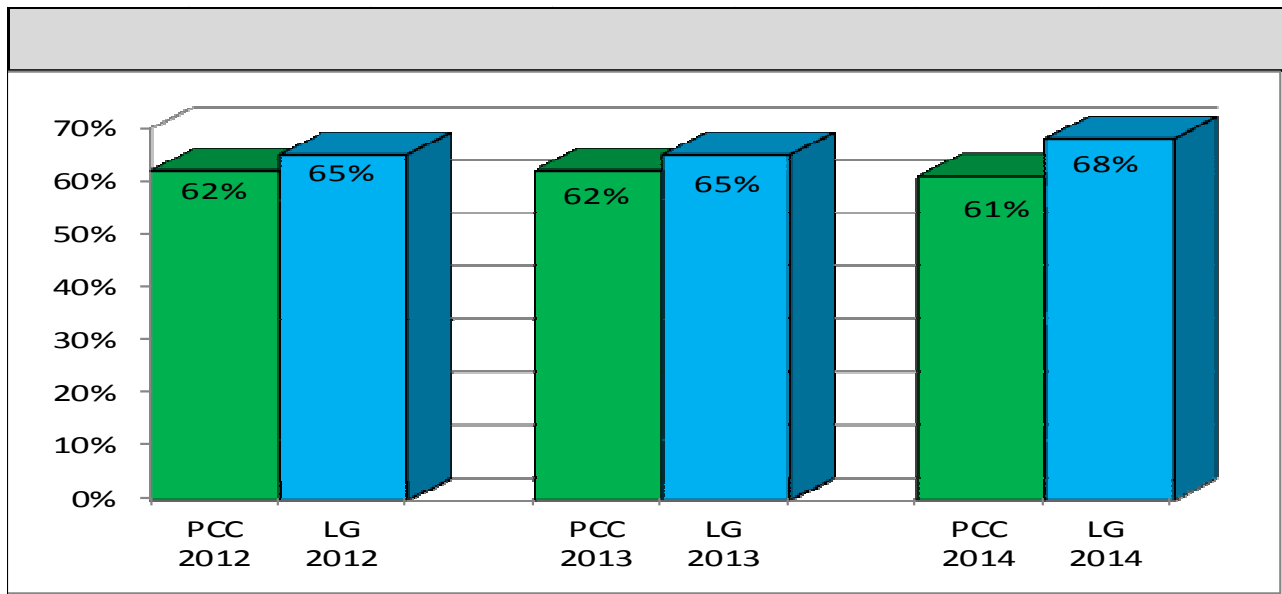
Top Three Positive Scores		2014
54. I support the Council to achieve its' goals.		84
59. Management has sent a clear signal this organisation is going to change		82
2. I know what is expected of me		81
38. My team willingly works with other departments and partners to deliver better services.		81
Top Three Negative Scores		2014
35. Team Morale is high where I work.		48
28. I believe there are enough opportunities for training and development.		43
49. Do you know what the Plymouth Safeguarding Adults Board does?		41

Best and worst change since 2012/2013		2014	2012/13	Variance
54. I support the Council to achieve its' goals.		84	66	18
41. This Council respects individual differences.		55	81	-26

Best and worst comparison with other councils		PCC	Other Councils	Variance
38. My team willingly works with other departments and partners to deliver better services.		81	68	13
13. My Line Manager encourages me to put forward ideas		70	75	-5

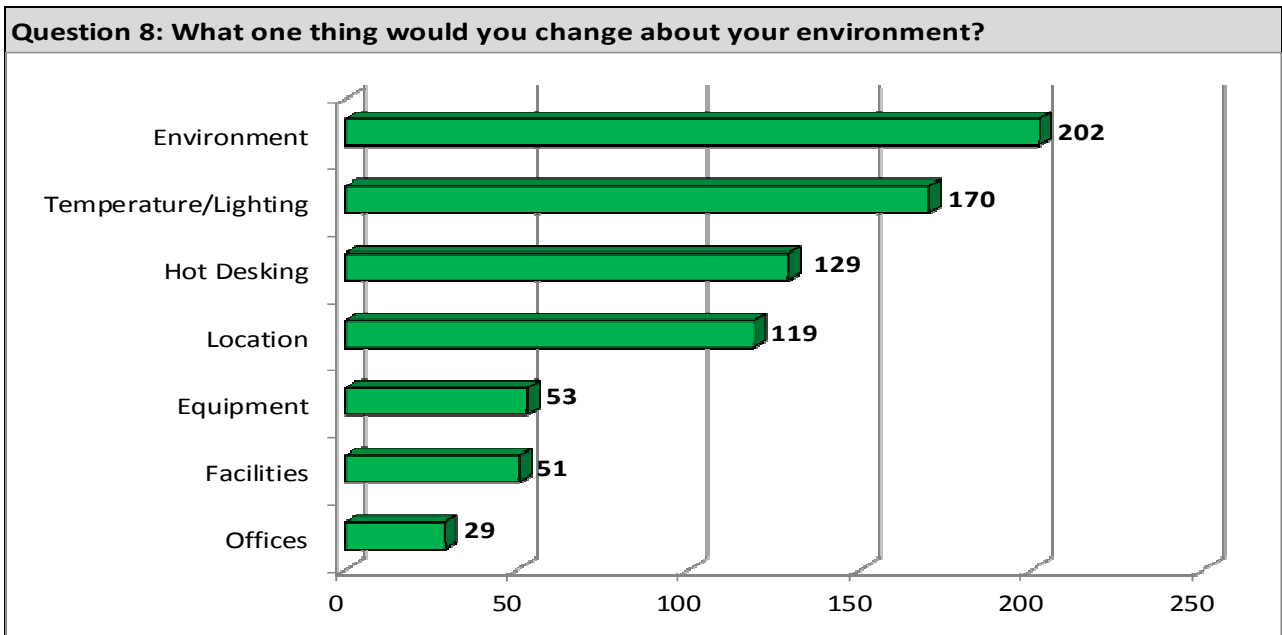
2. EMPLOYEE ENGAGEMENT

As in previous surveys, engagement has been measured here as the extent to which an employee is prepared to 'say', 'stay', and 'strive' as measured in the questions below.

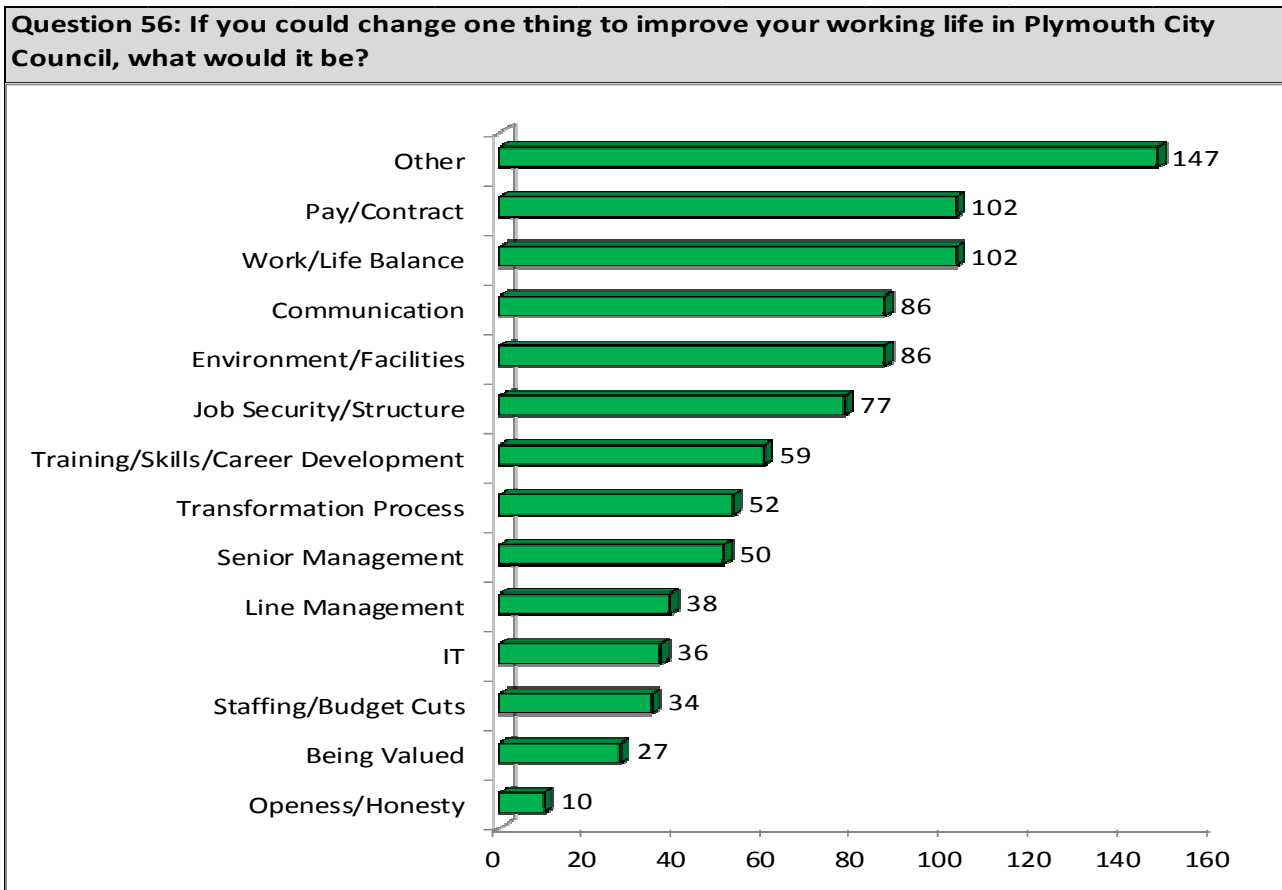


3. OVERVIEW OF COMMENTS

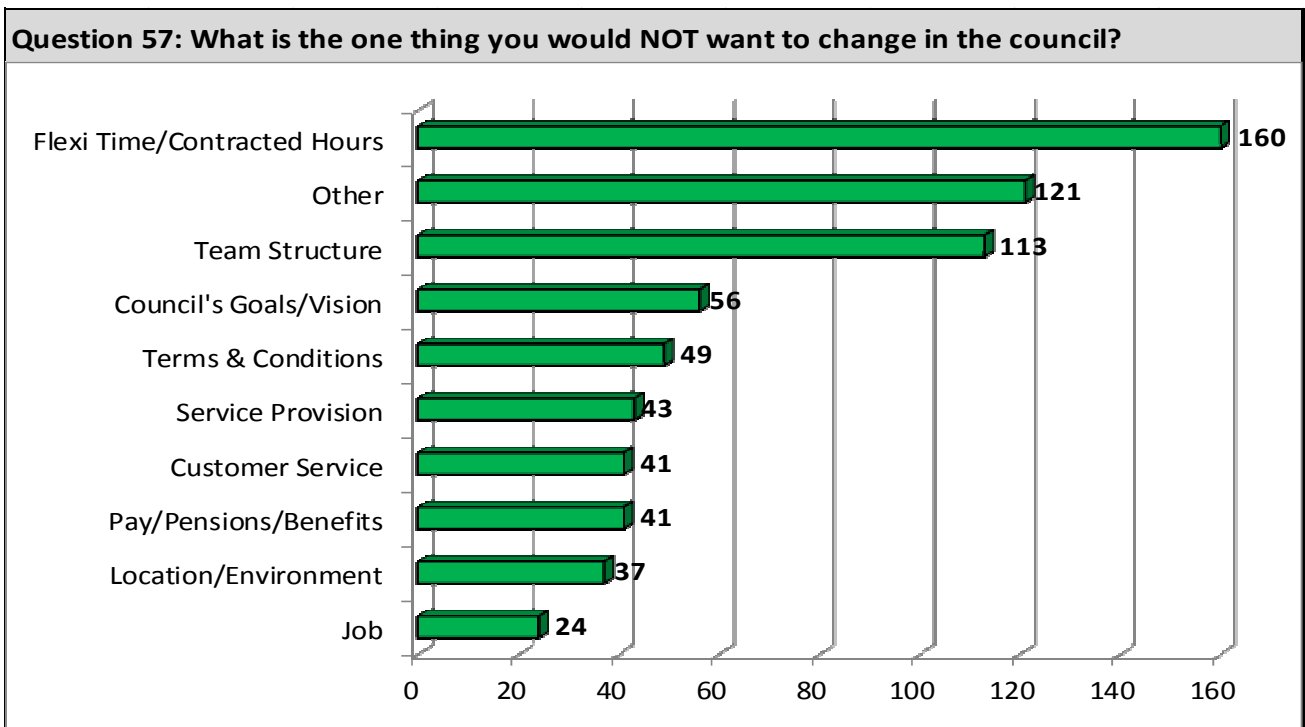
3.1 Improvements to Working Environment



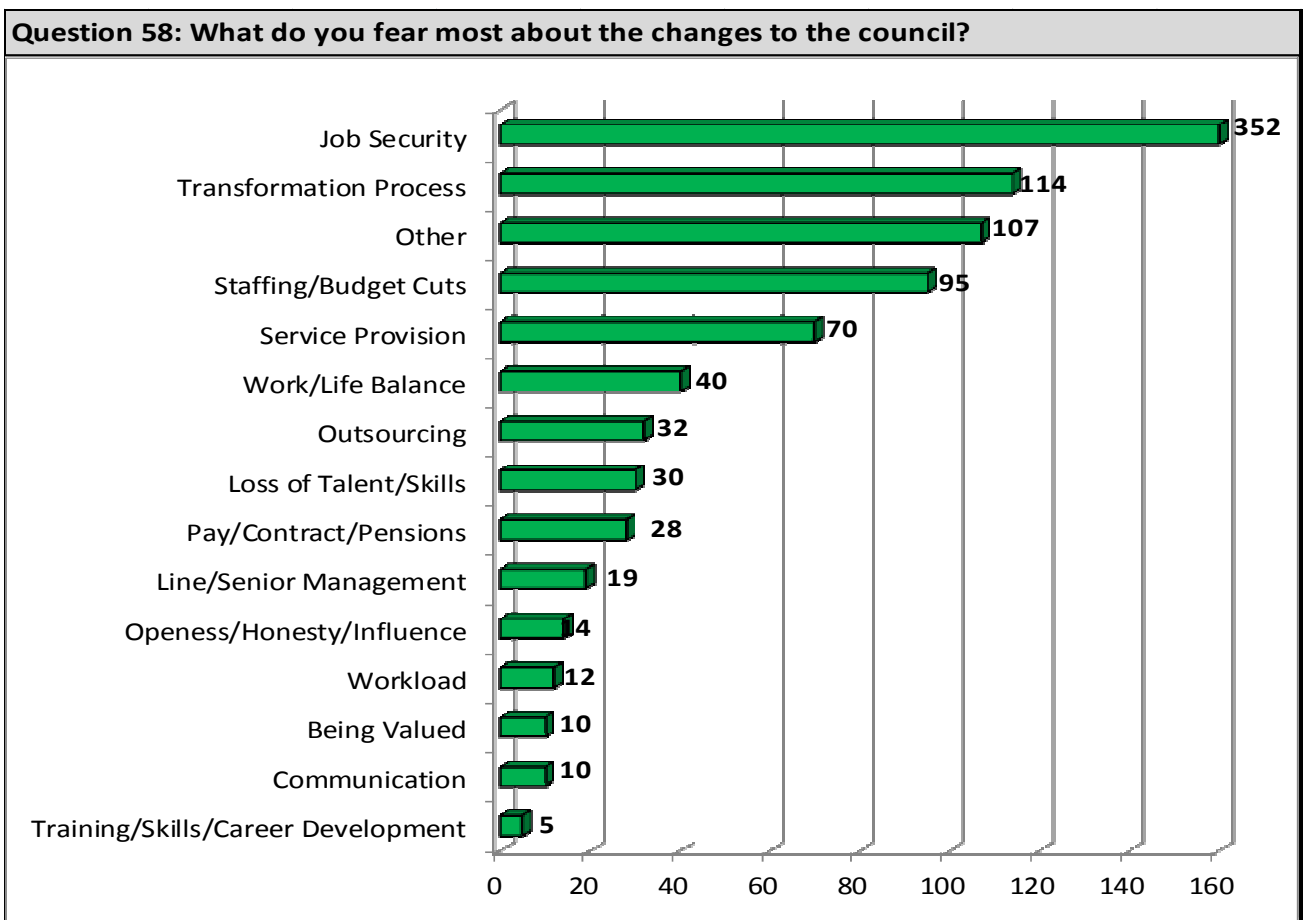
3.2 Improvements to Working Life



3.3 One thing not want to change in the Council



3.4 Fear most about changes in the Council



4. SUMMARY DESCRIPTION OF RESULTS

The overall staff engagement level for the council (using the 'Say, Stay, Strive' model) dropped slightly from 2013 by 1% to 61%. By comparison, the local government benchmark for engagement rose to 68% (updated as at October 2014). As can be seen (Section 2. Employee Engagement) two directorates improved their engagement rate (Executive Office by 8% & Place by 4%), one remained the same (People) whilst Transformation and Change (previously Corporate Services) declined by (8%).

An analysis of the top five questions for each category (positive, neutral, negative) reveals the following:

- The highest score related to supporting the council to achieve its goals (84%), and was closely followed by the belief that management had sent a clear signal this organisation was going to change (82%). Staff knowing what is expected of them, and teams willingly working with other departments and partners to deliver better services both scored 81%. Other high scoring questions related to wanting to do the best work possible (79%), feeling that their line managers are fair, and can be trusted with sensitive information both scored 75%.
- Staff neither agreed nor disagreed that in the long run it would be worthwhile if the organisation adopts change. Other high scoring neutral questions cluster around feeling that change matches the priorities of our organisation and believing in the value of change.
- In terms of negative scoring questions, the most negative at 48% related to team morale where staff work. Other highly negative responses related to: enough opportunities for training and development (43%), and knowing what the Plymouth Safeguarding Adults Board do (41%).

An analysis of changes from the previous survey shows that 8 out of 26 comparable questions increased their positive response rate from 2013. The highest increase (18%) came on the Statement "I support the council to achieve its goals" (up to 84% which is 6% higher than the Local Government benchmark). Also the response to the question about teams acting on feedback on how happy customers are rose by 8% to 72%.

When comparing the council scores to the local government benchmarks we can see the following:

- The council exceeds the Local Government benchmark in nine questions, by up to 13% but scores below in a further 21 questions, by up to 34%.
- The questions with the highest positive variance came on team willingly working with other departments and partners to deliver better services (13%).
- The question with the greatest negative variance was on the question of induction giving the information needed to do my job effectively (34%).

In terms of change from 2013 an increase can be seen in the engagement levels of Frontline Workers and Strategic Leaders. There has been a small decline in engagement levels of Customer Facing Workers (2%), Technical Managers and Managers (both 1%). Higher declines can be seen for Supervisors (6%), Semi Professionals (4%), and Operational Leaders (3%). The only job type which has remained the same in comparison to 2013 was the Professional job types.