

THE VIEW FROM YOU - STAFF SURVEY 2016

Human Resources and Organisational Development



1. INTRODUCTION

Every year since 2010 we have run a staff survey to ask employees their views on working for the Council. During November and December 2016, employees were asked to respond anonymously to an online questionnaire with 36 questions across 9 categories.

2. REPORT HEADLINES

The initial analysis of the 2016 staff survey shows that, overall, the Council is showing a similar picture to last year.

The employee engagement level (the commitment and enthusiasm employees have for their work) has been maintained at 64%, its highest level since we launched the survey in 2010.

This is despite 2016 having been a challenging year for the Council's workforce, with the transformation of services in many areas and reductions in the size of our workforce.

54% of the Council's workforce took the opportunity to have their say, a slight drop from last year's 60% response rate but still significantly higher than in previous years.

As can be seen in section 3 below, our workforce remain committed to work hard with their teams and our partners to do the best they can to deliver the Council's goals, significantly more so than other comparator Councils. There have been improvements this year in perceptions of senior management, the availability of training and development, and the way we manage change.

However there are areas to focus on this coming year too. Career opportunities in the council was our overall lowest scoring question. Morale in teams has increased slightly but remains low. Perceptions of senior management are improving, but they remain low. Our research found that careers, morale and senior management are all consistently low scoring in councils, however in these particular areas our results are lower than other councils that we compared ourselves with.

This year we are launching our People Strategy. This defines our approach to developing a motivated, skilled and engaged workforce, through themes of Talent, Leadership and Culture. This will ensure that at a Council-wide level we address the areas of concern raised in the survey and build on improvements and areas of good practice.

In addition, as in previous years, over the coming weeks and months Assistant Directors will lead conversations with their teams about what the department level results mean, and what can be done to improve things.

3. 2016 COUNCIL RESULTS

EMPLOYEE ENGAGEMENT SCORE: **64** (same as 2015, increase of 3 points from 2014)

3.1 SUMMARY RESULTS (scores out of 100):

| Category | Plymouth City Council Results | Change Since 2015 | Comparison to Other Councils |
|---|-------------------------------|-------------------|------------------------------|
| My Job | 66 | -2 | -1 |
| My Career | 47 | 0 | -10 |
| My Employer, the Council | 56 | -1 | 1 |
| My Team | 64 | 1 | 3 |
| My Line Manager | 68 | -1 | -2 |
| Senior Managers (Directors and Assistant Directors) | 37 | 3 | -12 |
| The Council | 73 | -1 | 2 |
| Equality and Diversity | 73 | -2 | -1 |
| Communications | 58 | n/a | n/a |

3.2 HIGHS AND LOWS

Three highest scoring questions:

| | |
|--|----|
| I support the Council to achieve its goals. | 86 |
| Working in this job makes me want to do the best work I can. | 83 |
| My team works with other departments and partners to deliver better services | 81 |

Three lowest scoring questions:

| | |
|--|----|
| I have career opportunities in the Council. | 34 |
| Morale is high in my team. | 35 |
| Our senior managers (Directors and Assistant Directors) lead by example. | 37 |

Three biggest increases since 2015 survey:

| | |
|--|------------------------|
| There are enough opportunities for training and development. | Increase of 7 (now 48) |
| I have the opportunity to contribute my views before changes are made which affect my job. | Increase of 6 (now 48) |
| I am satisfied with my total benefit package. | Increase of 5 (now 60) |

Three biggest decreases since 2015 survey:

| | |
|---|---------------------------|
| My appraisal helped me to understand what my strengths and development areas are. | Decrease of 5 (now 57) |
| I feel my pay is fair. | Decrease of 4 (now 51) |
| I feel valued for the work I do. | Decrease of 4 (now 55) |

Best and worst comparison to other councils:

| | |
|--|-------------------------------|
| I feel a strong sense of belonging in my team. | 18 better than other councils |
| Our senior managers (Directors and Assistant Directors) lead by example. | 14 worse than other councils |

4. 2016 DIRECTORATE RESULTS

| | Executive Office | ODPH | People | Place | Transformation & Change |
|----------------------|------------------|------------|------------|------------|-------------------------|
| RESPONSE RATE | 65% | 77% | 41% | 50% | 72% |
| ENGAGEMENT | 54 | 59 | 66 | 63 | 65 |

| Survey Category | Executive Office | ODPH | People | Place | Transformation & Change |
|---------------------------------|------------------|-----------|-----------|-----------|-------------------------|
| My Job | 49 | 65 | 70 | 63 | 65 |
| My Career | 26 | 42 | 47 | 47 | 48 |
| My Employer, the Council | 48 | 51 | 59 | 58 | 57 |
| My Team | 50 | 60 | 67 | 63 | 63 |
| My Line Manager | 53 | 71 | 70 | 60 | 71 |
| Senior Managers | 31 | 39 | 41 | 45 | 31 |
| The Council | 71 | 70 | 75 | 73 | 71 |
| Equality and Diversity | 56 | 71 | 74 | 73 | 75 |
| Communications | 59 | 59 | 59 | 60 | 56 |

(High scores of 70% positive or more are highlighted green, low scores of 50% positive or less are highlighted red. Scores are out of 100.)