

**TO: EMPLOYMENT COMMITTEE
5 DECEMBER 2012**

**STAFF SURVEY 2011
(Director of Corporate Services – Human Resources)**

1 INTRODUCTION

- 1.1 The Employment Committee meeting on 10 October received a report on the results of the latest biennial staff survey which was completed in October 2011. QA Research Ltd, the Council's retained research company, produced a full report with a detailed analysis of all elements of the survey. This report was posted on the intranet in January 2012 and remains available.
- 1.2 After significant follow-up work with managers, the Council-wide actions resulting from the main conclusions of the survey were agreed and also posted on the intranet. A copy of this is attached at Appendix A which also has information on who is carrying out the actions and an indication of monitoring/how progress will be tracked on the actions. In addition, each Directorate produced its own plan with Directorate specifications.
- 1.3 Members agreed that the results of the survey were largely positive but queried what more could be done to improve internal communications and different sections of the Council working together more effectively. The Committee asked that the Director of Corporate Services be invited to attend this meeting to discuss the Action Plan.

2 SUPPORTING INFORMATION

- 2.1 The employee response rate on the Survey of just under 63% represented a considerable improvement on previous years and is the most comprehensive picture which the Council has ever had of staff attitudes.
- 2.2 The headline findings were generally very positive. Some examples are as follows:
 - 78% of employees enjoy working for the Council and believe it is a good employer.
 - 83% believe their line manager are approachable, treats them fairly, with respect and is supportive and appreciative.
 - Employees demonstrated a very positive attitude and a good degree of pride towards their team with over 90% believing that relationships between colleagues were good.
 - 72% fully understand how their jobs fit into the Council's strategic objectives.

However, there are a small number of issues which the survey highlighted where improvements could be made. Themes identified include:

- Although 65% of staff agreed that generally the Council keeps them well informed, there remained underlying concerns about internal communications.
- 27% of staff do not believe that different areas of the Council work well together.
- There is concern around work-related stress where 53% of staff believed their job was stressful (a significant increase from 2 years ago).

Unrestricted

- 2.3 As can be seen from the Appendix, the key elements of the Action Plan include:
- Addressing internal communications as part of a revision of the communications and marketing strategy.
 - Leadership and management including promoting stress awareness and focusing on early interventions to reduce workplace stress.
 - Performance management including working towards minimum standards of 1:1s and team meetings.
 - Facilitating cross function working together for all managers.
- 2.4 The staff survey is a key part of the Council's internal communications strategy, with objectives which relate to particular questions in the survey including; feeling informed, awareness of Council priorities, staff morale and the management of change. Actions resulting from this survey will be widely publicised to ensure greater staff engagement and a further increased response rate to the next survey.
- 2.5 A review of the usefulness of the survey will take place in early 2013 when outcomes can be assessed in relation to the resource required. This will then inform views on the way forward for future staff surveys/feedback mechanisms from staff.

3 EQUALITIES IMPACT ASSESSMENT

- 3.1 An initial screening record was produced in May 2011. A full Equality Impact Assessment was not required.

4 STRATEGIC RISK MANAGEMENT ISSUES

- 4.1 Risks were considered in the CMT report of 25 May 2011.

Background Papers

Staff Survey Report 2011

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