

# Harlow Council Staff Survey 2018

## Analysis Report



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## Introduction

This is the first staff survey since the appointment of our Managing Director (MD). The purpose of the survey is to find out more about staff, how staff are feeling about their working conditions; and to understand staff views about the Council.

The MD and Senior Management Board will endeavour to act upon the suggestions that could have a positive impact on staff and the Council.

The survey covered the following areas:

- How do you Feel about the Council?
- Leadership and Direction
- Dignity at Work
- Communication and Involvement
- Access to Information
- Performance and Wellbeing
- Reward and Recognition
- Values and Behaviours
- Views on Working for the Council
- Future Staff Surveys
- Residents and Businesses

This analysis provides a transparent account of staff views on the above areas.

## Methodology

The survey was developed in conjunction with the Senior Management Board and officers; and was created and hosted using Smart Survey. Smart Survey was commissioned following a benchmarking exercise to find a new system that was GDPR compliant.

In accordance with GDPR, a copy of the Council's privacy notice for employees was incorporated into the survey.

Staff across all services were invited to complete a survey by email, which included a unique link to ensure anonymity. Paper copies were provided to staff on long-term sick or maternity leave. Casual, interim and agency staff were not asked to complete the survey.

The survey was issued on 5 November 2018 and closed at midnight on 2 December 2018.

## Findings

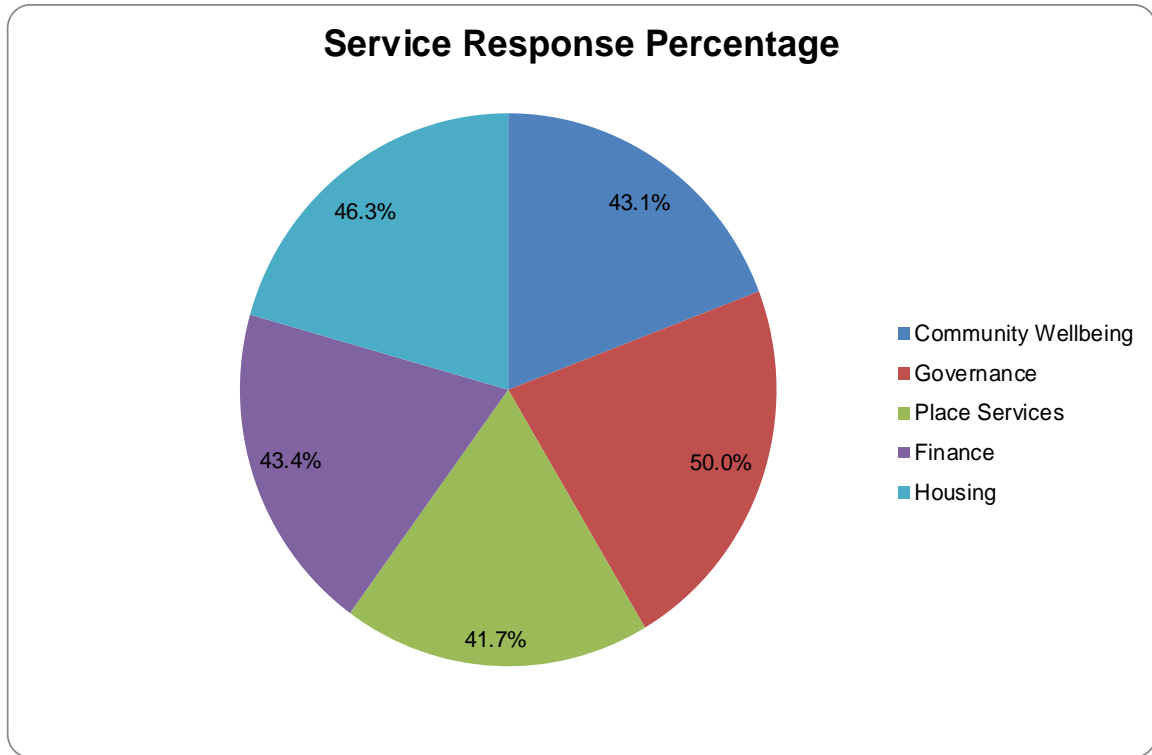
A total of 252 responses were received online. One-hundred-and-seventy-five staff fully completed the survey. There were 77 partial responses, of which 28 respondents did not start the survey and 5 respondents failed to complete the first question. The remaining 44 partial responses were reviewed and included (where relevant) to the fully completed responses.

Fourteen paper copies of the survey were issued, via Human Resources, to staff that were long-term sick or on maternity leave. No paper copies were returned.

The analysis of staff responses on the 11 areas are shown in the following charts and tables.

## 1. Response Rate by Service Area

A summary of the responses by service areas are shown in the chart and table below.

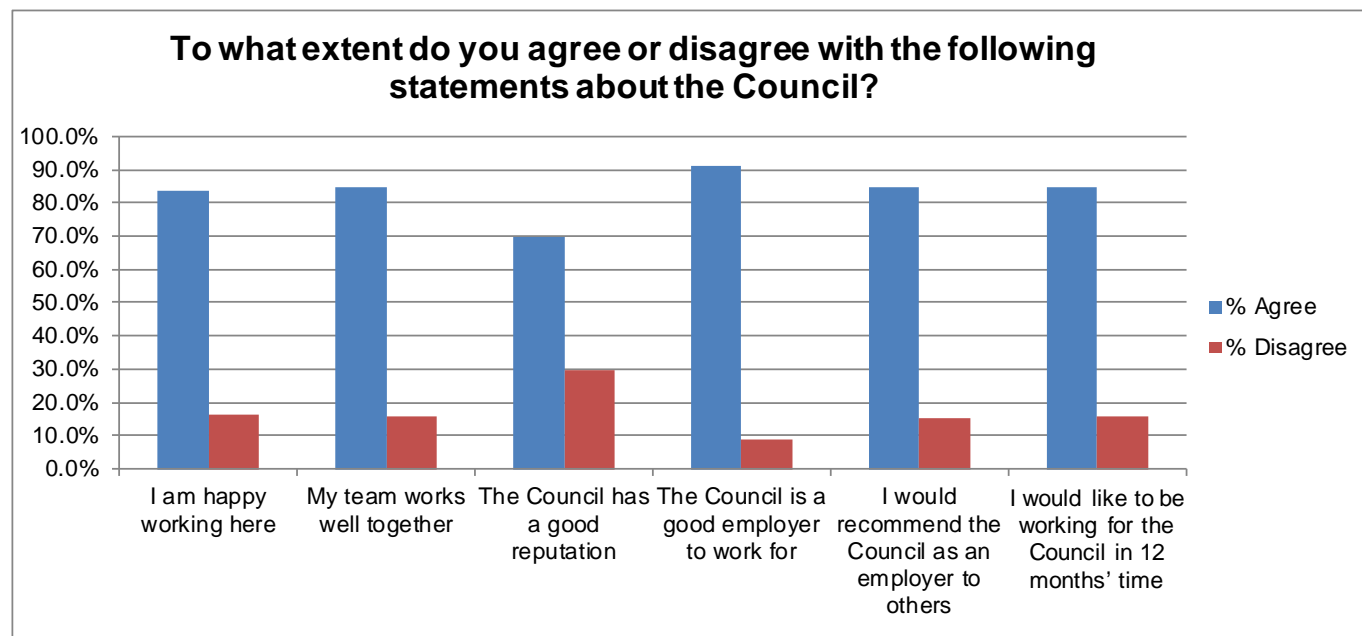


| Services                   | Number of Staff issued with Survey per Service | Staff who fully completed survey |         | Staff who partially completed survey |         | Total Responses |         |
|----------------------------|--|----------------------------------|---------|--------------------------------------|---------|-----------------|---------|
|                            |  | Number                           | Percent | Number                               | Percent | Number          | Percent |
| Community Wellbeing        | 109  | 40                               | 36.7%   | 7                                    | 6.4%    | 47              | 43.1%   |
| Governance                 | 28   | 12                               | 42.9%   | 2                                    | 7.1%    | 14              | 50.0%   |
| Place Services             | 72   | 26                               | 36.1%   | 4                                    | 5.6%    | 30              | 41.7%   |
| Finance                    | 76   | 29                               | 38.2%   | 4                                    | 5.3%    | 33              | 43.4%   |
| Housing                    | 121  | 51                               | 42.1%   | 5                                    | 4.1%    | 56              | 46.3%   |
| Prefer not to say/Partials |  | 17                               |         | 22                                   |         | 39              |         |
| Total                      | 406  | 175                              | 43.1%   | 44                                   | 10.8%   | 219             | 53.9%   |

## 2. How do you Feel about the Council?

The questions in this section focused on staff perceptions of the Council and their job roles.

Overall, 91% of staff stated that “the Council is a good employer to work for”. However, over 29% of staff felt that “the Council did not have a good reputation”.

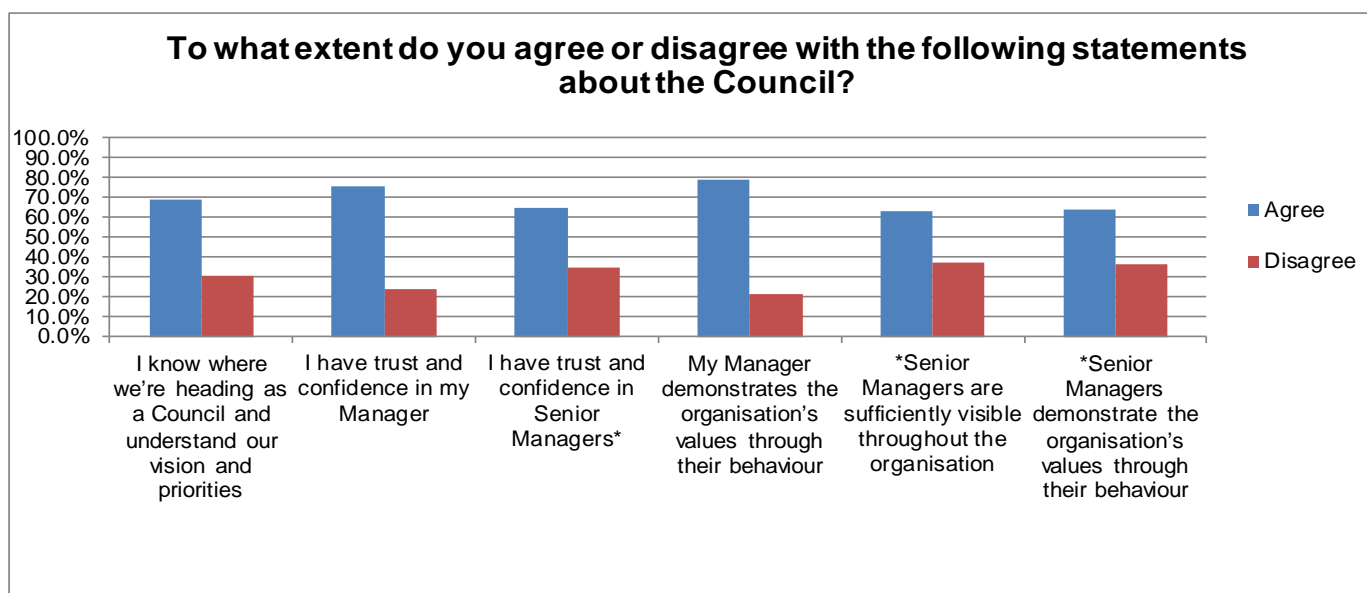


| Answer options  | Strongly Agree | Agree | Disagree | Strongly Disagree | % Agree | % Disagree |
|---|----------------|-------|----------|-------------------|---------|------------|
| I am happy working here                                       | 49             | 134   | 32       | 4                 | 83.6%   | 16.4%      |
| My team works well together                                   | 67             | 118   | 32       | 2                 | 84.5%   | 15.5%      |
| The Council has a good reputation                             | 19             | 134   | 59       | 6                 | 69.9%   | 29.7%      |
| The Council is a good employer to work for                    | 53             | 147   | 18       | 1                 | 91.3%   | 8.7%       |
| I would recommend the Council as an employer to others        | 44             | 142   | 29       | 4                 | 84.9%   | 15.1%      |
| I would like to be working for the Council in 12 months' time | 74             | 111   | 24       | 10                | 84.5%   | 15.5%      |

### 3. Leadership and Direction

The responses for this section show that 76% of staff have ‘trust and confidence’ in their manager and over 78% felt that their manager demonstrated the organisation’s values through their behaviour. Over 64% of staff have ‘trust and confidence’ in senior managers and over 63% felt that senior managers demonstrate the organisation’s values through their behaviour.

Sixty-nine per cent of staff know where the Council is heading and understand the Council’s vision and priorities”.

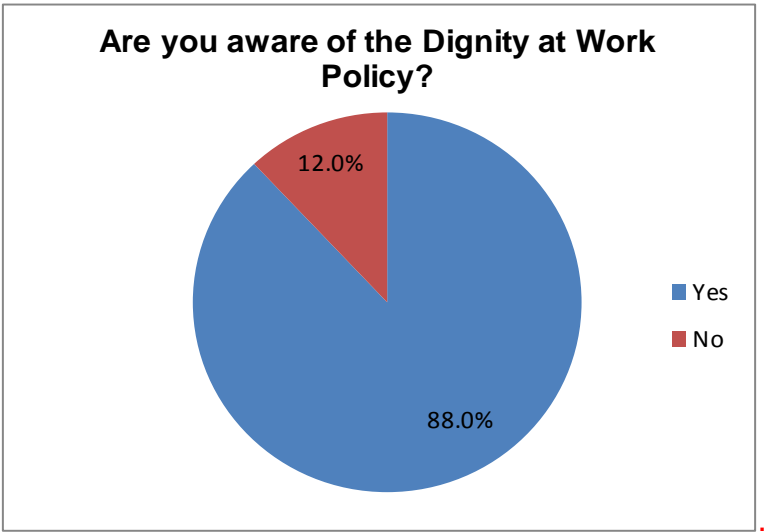


| Answer options   | Strongly Agree | Agree | Disagree | Strongly Disagree | Agree | Disagree |
|--|----------------|-------|----------|-------------------|-------|----------|
| I know where we're heading as a Council and understand our vision and priorities | 18             | 126   | 53       | 11                | 69.2% | 30.8%    |
| I have trust and confidence in my Manager  | 53             | 105   | 38       | 12                | 76.0% | 24.0%    |
| I have trust and confidence in Senior Managers*                                  | 19             | 116   | 59       | 14                | 64.9% | 35.1%    |
| My Manager demonstrates the organisation's values through their behaviour        | 48             | 116   | 30       | 14                | 78.8% | 21.2%    |
| *Senior Managers are sufficiently visible throughout the organisation            | 20             | 111   | 67       | 10                | 63.0% | 37.0%    |
| *Senior Managers demonstrate the organisation's values through their behaviour   | 15             | 118   | 60       | 15                | 63.9% | 36.1%    |

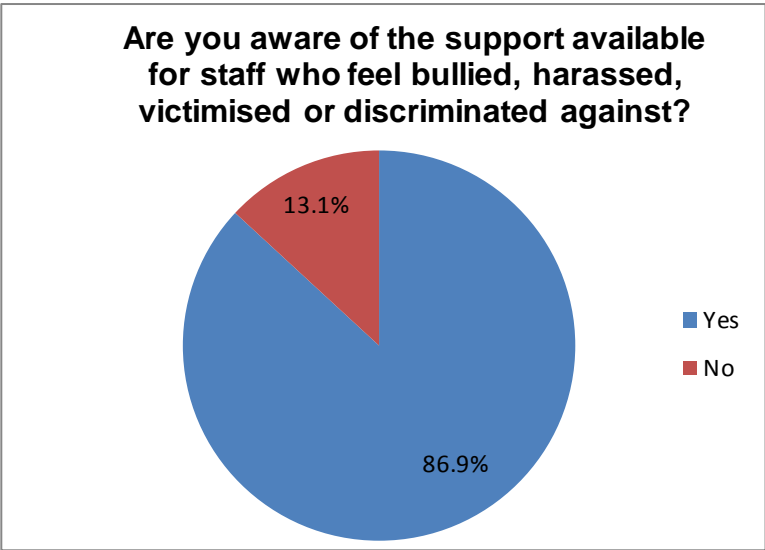
\*Senior Managers are Heads of Service and above.

#### 4. Dignity at Work

Eighty-eight per cent of staff were aware of the Dignity at Work Policy. Eighty-seven per cent of staff are aware of the support available regarding bullying, harassment, victimisation or discrimination, with 13% unaware of the support available.



| Answer options                               | Yes Number | Yes Percent | No Number | No Percent |
|--|------------|-------------|-----------|------------|
| Are you aware of the Dignity at Work Policy? | 154        | 88.0%       | 21        | 12.0%      |



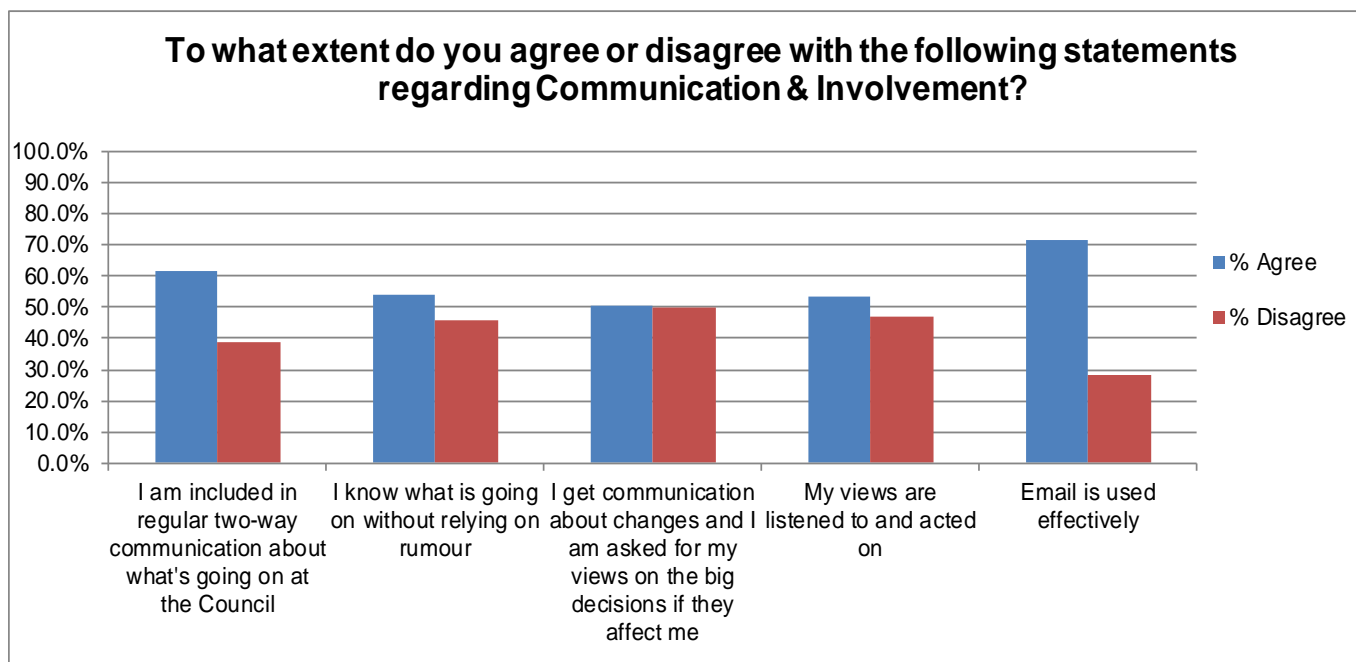
| Answer options  | Yes Number | Yes Percent | No Number | No Percent |
|---|------------|-------------|-----------|------------|
| Are you aware of the support available for staff who feel that they are being bullied, harassed, victimised or discriminated against? | 152        | 86.9%       | 23        | 13.1%      |



## 5. Communication and Involvement

Seventy-two per cent of staff said, “email is used effectively”. Sixty-one per cent of staff said they “are included in regular two-way communication about what is going on at the Council”. Fifty-four per cent of staff “know what is going on without rely on rumour” and 53% of staff felt their “views are listened to and acted on”.

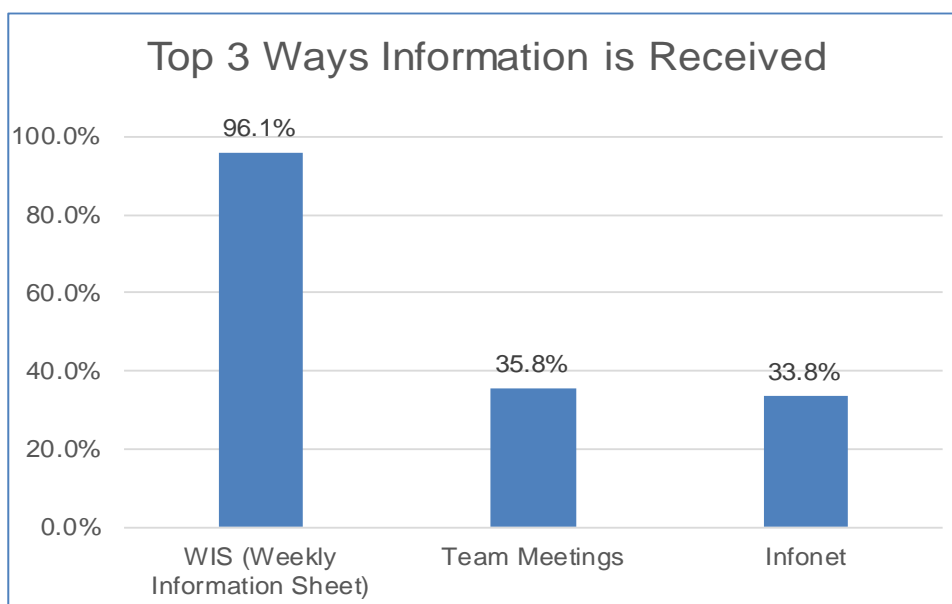
There was, however, a significant number of staff that either ‘disagree or strongly disagree’ with the five statements. Fifty per cent of staff stated they received communication about changes that affect them.



| Answer options   | Strongly Agree | Agree | Disagree | Strongly Disagree | % Agree | % Disagree |
|--|----------------|-------|----------|-------------------|---------|------------|
| I am included in regular two-way communication about what's going on at the Council                  | 13             | 113   | 68       | 11                | 61.5%   | 38.5%      |
| I know what is going on without relying on rumour  | 11             | 100   | 85       | 9                 | 54.1%   | 45.9%      |
| I get communication about changes and I am asked for my views on the big decisions if they affect me | 11             | 92    | 82       | 20                | 50.2%   | 49.8%      |
| My views are listened to and acted on  | 9              | 100   | 83       | 13                | 53.2%   | 46.8%      |
| Email is used effectively  | 20             | 127   | 50       | 8                 | 71.7%   | 28.3%      |

## 6. Access to Information (Effectiveness of Information Sources)

The top three ways staff receive information is shown in the chart below. It must also be noted that staff chose “office gossip/rumour” (28%) as the fourth source for receiving information. The other ways/sources for receiving information are shown in the table below.

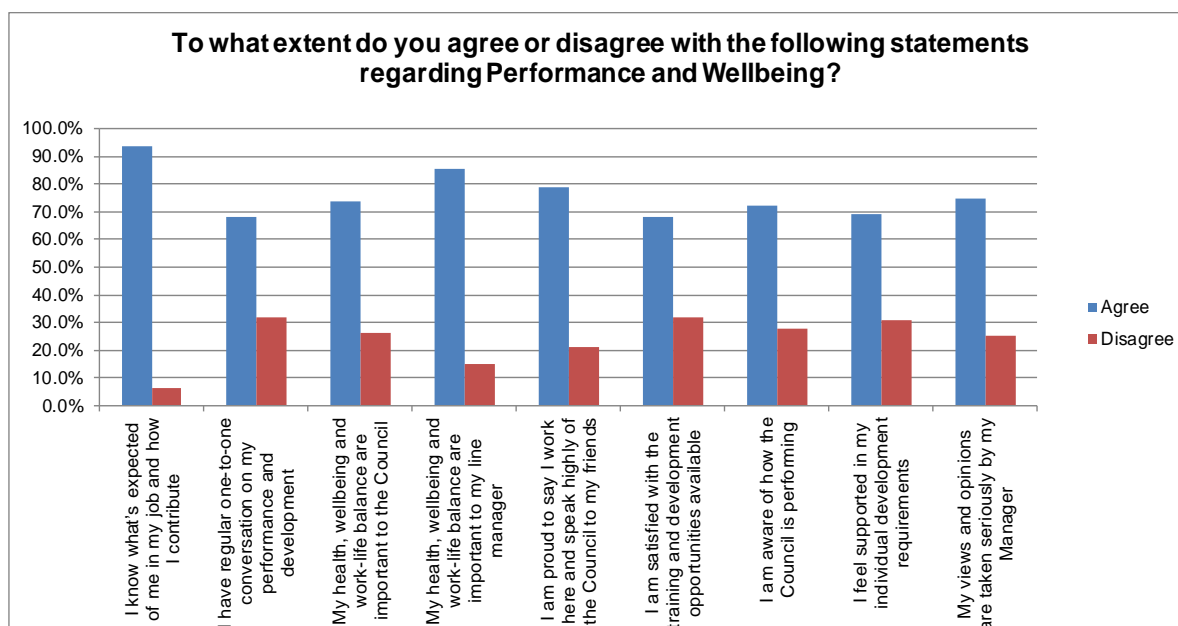


| Answer options                   | Count | %     |
|----------------------------------|-------|-------|
| WIS (Weekly Information Sheet)   | 196   | 96.1% |
| Managing Director Roadshows      | 29    | 14.2% |
| Harlow Times                     | 45    | 22.1% |
| Infonet                          | 69    | 33.8% |
| Harlow Council Website           | 29    | 14.2% |
| Cabinet Reports                  | 10    | 4.9%  |
| Team Meetings                    | 73    | 35.8% |
| Meet the Manager Sessions        | 8     | 3.9%  |
| Third Tier Managers Group        | 4     | 2.0%  |
| Line Manager/One to One Meetings | 54    | 26.5% |
| Local Media                      | 17    | 8.3%  |
| Office Gossip/Rumour             | 57    | 27.9% |
| Trade Unions                     | 1     | 0.5%  |
| Social Media                     | 17    | 8.3%  |
| I do not receive any information | 3     | 1.5%  |

## 7. Performance and Wellbeing

Ninety-four per cent of staff agreed with the statement “I know what’s expected of me in my job and how I contribute”. Eighty-five per cent of staff agreed with the statement “my health, wellbeing and work-life balance are important to my line manager”. Seventy-nine per cent of staff are “proud to say they work here and speak highly of the Council to their friends”.

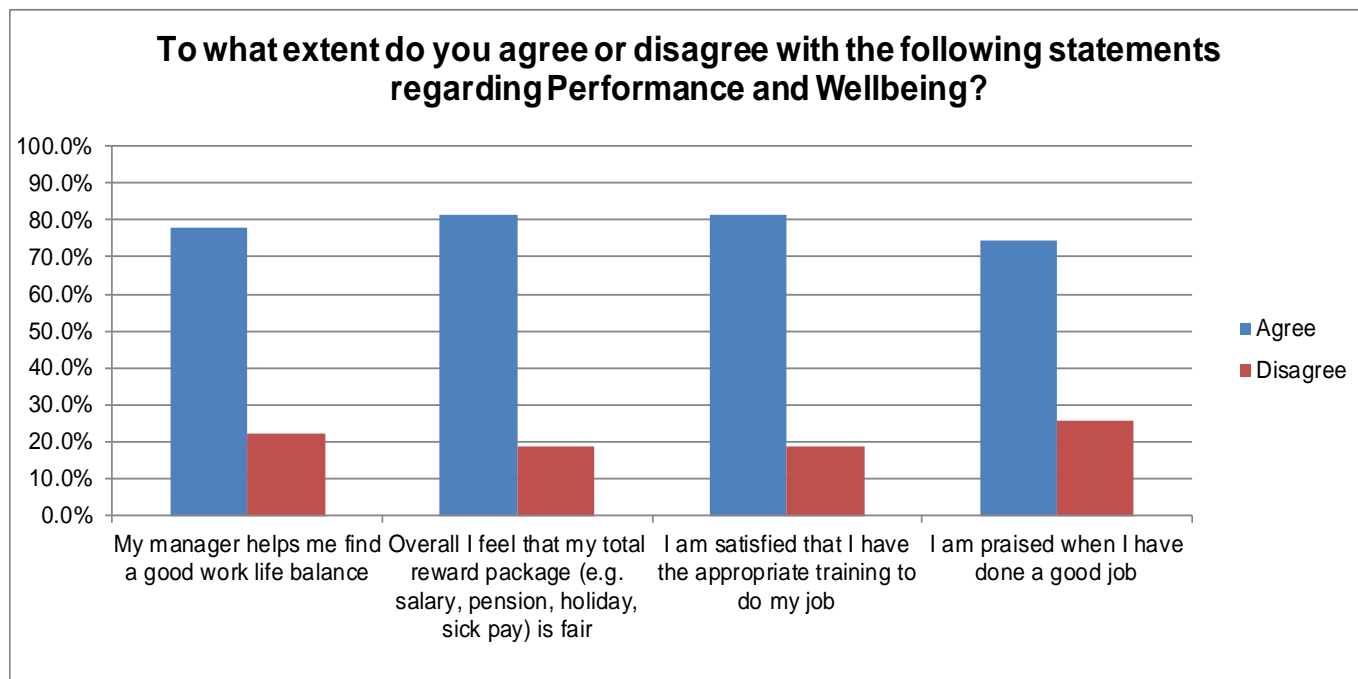
Sixty-eight per cent of staff said “they have a regular one-to-one conversation on their performance and development”, however, 32% of staff disagreed with this statement. Thirty-two per cent of staff also disagreed with the statement “I am satisfied with the training and development opportunities available”.



| Answer options  | Strongly Agree | Agree | Disagree | Strongly Disagree | Agree | Disagree |
|---|----------------|-------|----------|-------------------|-------|----------|
| I know what's expected of me in my job and how I contribute                 | 82             | 108   | 11       | 2                 | 93.6% | 6.4%     |
| I have regular one-to-one conversation on my performance and development    | 45             | 93    | 44       | 21                | 68.0% | 32.0%    |
| My health, wellbeing and work-life balance are important to the Council     | 28             | 122   | 41       | 12                | 73.9% | 26.1%    |
| My health, wellbeing and work-life balance are important to my line manager | 56             | 117   | 25       | 5                 | 85.2% | 14.8%    |
| I am proud to say I work here and speak highly of the Council to my friends | 49             | 111   | 34       | 9                 | 78.8% | 21.2%    |
| I am satisfied with the training and development opportunities available    | 32             | 106   | 46       | 19                | 68.0% | 32.0%    |
| I am aware of how the Council is performing                                 | 21             | 126   | 49       | 7                 | 72.4% | 27.6%    |
| I feel supported in my individual development requirements                  | 35             | 105   | 44       | 19                | 69.0% | 31.0%    |
| My views and opinions are taken seriously by my Manager                     | 40             | 112   | 38       | 13                | 74.9% | 25.1%    |

## 8. Reward and Recognition

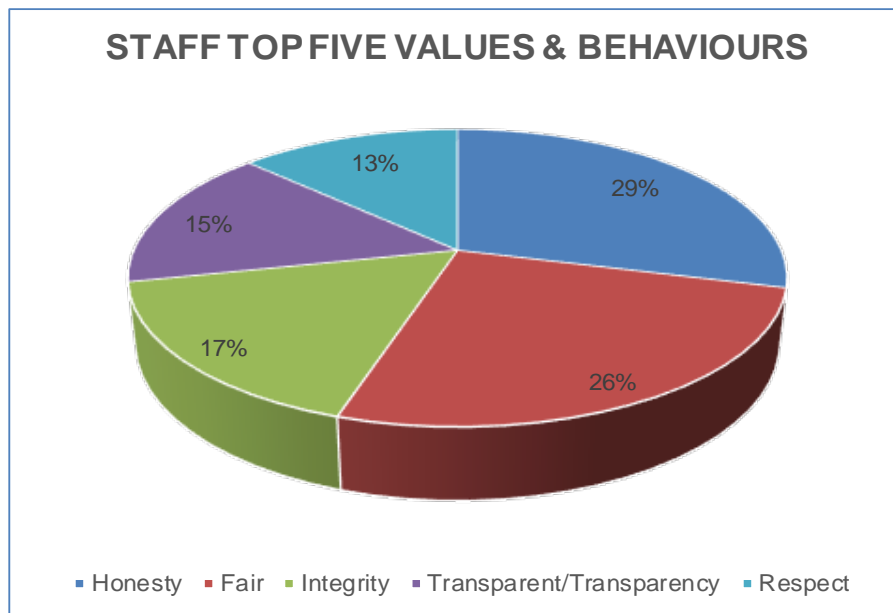
Eighty-one per cent of staff felt that “their total reward package is fair”, with 74% of staff stating they “receive praise when they have done a good job”. Eighty-one per cent of staff were “satisfied that they have appropriate training to do their job” and 77% of staff felt “their manager helps them to find a good work life balance”.



| Answer options  | Strongly Agree | Agree | Disagree | Strongly Disagree | Agree | Disagree |
|---|----------------|-------|----------|-------------------|-------|----------|
| My manager helps me find a good work life balance   | 45             | 112   | 38       | 7                 | 77.7% | 22.3%    |
| Overall I feel that my total reward package (e.g. salary, pension, holiday, sick pay) is fair | 35             | 130   | 31       | 7                 | 81.3% | 18.7%    |
| I am satisfied that I have the appropriate training to do my job                              | 28             | 137   | 30       | 8                 | 81.3% | 18.7%    |
| I am praised when I have done a good job  | 38             | 112   | 38       | 14                | 74.3% | 25.7%    |

## 9. Values and Behaviours that Staff feel the Council should Adopt

The chart and table below show the top five values and behaviours identified by staff. When compared to the corporate values, most or all of these are reflected.



| STAFF TOP FIVE VALUES & BEHAVIOURS |    |
|------------------------------------|----|
| Honesty                            | 47 |
| Fair                               | 42 |
| Integrity                          | 27 |
| Transparent/Transparency           | 25 |
| Respect                            | 21 |