

Harlow Council Staff Survey 2019

Summary Analysis Report

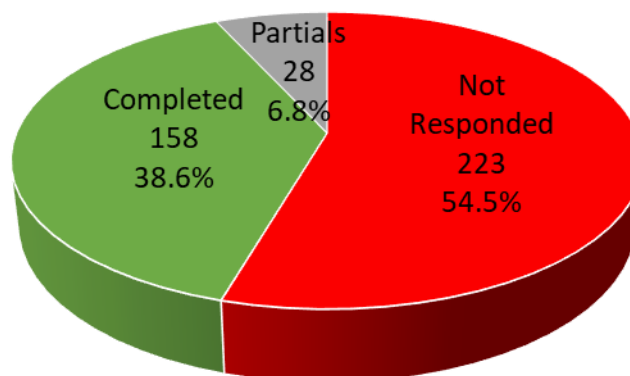


Staff Survey 2019 Summary of Analysis

Responses

The staff survey 2019 was made available to 409 employees of the council, which was the number of direct employees as of the beginning of November 2019. This was distributed to 402 electronically (emailed links) and then there were 7 provided paper copies.

A total of 186 members of staff responded to the 2019 survey, with 158 fully completing and 28 only partially completing, this equates to 45.5% of staff responding.



This chart breaks down the survey responses:

Historically the responses overall compared to last year's survey are down by 15% and the fully completed surveys are down 10%. The variance here between responses and completions is due to this year's significant decline in partially completed surveys (44 last year to only 28 this). Also, this decline in partial completions is very likely due to the inclusion of the neutral option added to the questions per last year's feedback & comments and the added button in the survey to select 'save and continue later'.

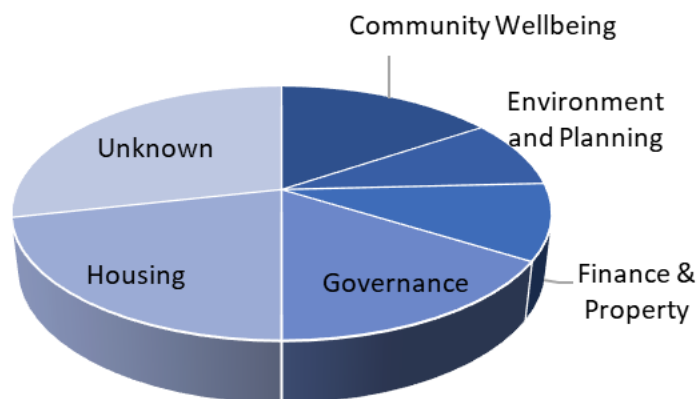
Service Area Responses	Sent Out	Response		No response	
		Qty	%	Qty	%
Community Wellbeing	111	29	26%	82	74%
Environment and Planning	70	16	23%	54	77%
Finance & Property	72	18	25%	54	75%
Governance	31	30	97%	1	3%
Housing	125	40	32%	85	68%
Unknown / Prefer not to say	0	53	-	-53	-
Council All	409	186	45%	223	55%

The department with the highest proportion of responses was Governance with 97% responding, though this is the smallest department it has proportionally obtained 3 times more responses than the others.

As a proportion of all the responses (table above on the right), Housing equated to 22% although the unknown took 28 they are technically a mixture of all departments.

Responses of All

Community Wellbeing	16%
Environment and Planning	9%
Finance & Property	10%
Governance	16%
Housing	22%
Unknown	28%



Key Sections

The key sections within the survey had multiple statements which required either a 'strongly agree', 'agree', 'neutral', 'disagree' or 'strongly disagree' option selected and these key sections (5) overall, had between 4 and 9 statements each (30 overall) to respond to. The key sections are:

How you feel about the Council	Leadership and Direction	Communication and Involvement	Performance and Wellbeing	Reward and Recognition
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To make the analysis and reporting simpler, the options 'strongly agree' and 'agree' are merge as agree and the 'strongly disagree' and 'disagree' are merged as disagree.

Looking at the key sections combined, staff mostly selected agree to the majority of statements with 64.6%, then neutral got 19.0% and then the balance went to disagree with 16.4%.

The table below breaks down all the Key Section answers, by both options (original with 'strongly' and the simpler merged options without 'strongly').

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5 Key Sections Overall	15.3% (806)	49.3% (2,595)	19.0% (999)	12.3% (646)	4.1% (215)
	Agree			Disagree	
	64.6% (3,401)			16.4% (861)	

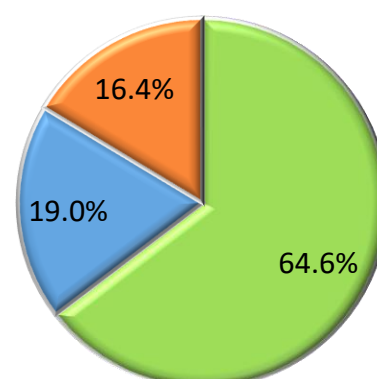
The chart here shows clearly that nearly two thirds answered 'agree' to the key sections statements, but this also shows that over a third didn't agree.

As will be shown in the rest of this report, the key sections are typically nearer 70% agree with, but two sections with very low 'agreed' responses have pulled down the overall average here.

■ Agree

■ Neutral

■ Disagree



Key Sections overall by Department

The table below shows how much the staff in each department agreeing with the statements overall, for each key section and RAG rated per section as Green higher agree, Red Lower agree:

Agree	How you feel about the Council	Leadership and Direction	Communication and Involvement	Performance and Wellbeing	Reward and Recognition	Overall
Community Wellbeing	68.4%	61.5%	44.8%	62.1%	68.1%	61.1%
Environment and Planning	84.4%	82.3%	52.5%	79.2%	78.1%	76.3%
Finance & Property	49.1%	47.2%	46.7%	49.4%	52.8%	48.9%
Governance	81.1%	71.7%	65.3%	84.1%	87.5%	78.3%
Housing	80.4%	65.0%	59.0%	75.0%	76.3%	71.6%
Unknown	57.9%	51.9%	35.6%	55.8%	63.4%	53.1%
All	69.5%	62.1%	50.3%	67.8%	71.8%	64.6%

The RAG rating within the table reflects the departments agreed statement volumes per the section headings, e.g. Governance had 'agree' on 87.5% of the 'Reward & Recognition' statements and therefore green as highest under that section.

Key Sections Overall Agree, Disagree or Neutral

'How you feel about the Council?' for all the statements overall was 69.5% being Agree or Strongly Agree, 19.1% Neutral and 11.4% were Disagree or Strongly Disagree.



'Leadership and Direction?' for all statements overall, reached 62.1% Agree or Strongly Agree, 20.4% Neutral and 17.5% Disagree or Strongly Disagree.



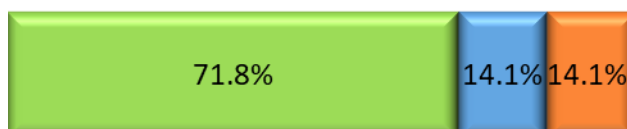
'Communication and Involvement?' overall, reached 50.3% Agree or Strongly Agree, 23.7% Neutral and 26.0% Disagree or Strongly Disagree.



'Performance and Wellbeing?' overall, reached 67.8% Agree or Strongly Agree, 17.4% Neutral and 14.7% Disagree or Strongly Disagree.



'Reward and Recognition?' overall, reached 71.8% Agree or Strongly Agree, 14.1% Neutral and 14.1% Disagree or Strongly Disagree.



Key Section Statements

The most agreed on statement was from section 'Performance and Wellbeing' and was for statement 'I know what's expected of me in my job and how I contribute' with 85.4% agreeing.

Environment and Planning most agreed on statement was 'I have trust and confidence in my Manager' in section Leadership and Direction?

100%

Housing most agreed on statement was 'I know what's expected of me in my job and how I contribute' in section Performance and Wellbeing?

95%

Governance most agreed on statement was 'I know what's expected of me in my job and how I contribute' in section Performance and Wellbeing?

100%

Community Wellbeing most agreed on statement was 'I am happy working here' in section How you feel about the Council?

83%

Finance & Property most agreed on statement was 'My health, wellbeing and work-life balance are important to my Line Manager' in section Performance and Wellbeing?

67%

The most disagreed on statement was from section 'Communication and Involvement' and was for statement 'I receive communications about change and I am asked for my views on the big decisions if they affect me' with 35.6% disagreeing.

Environment and Planning most disagreed on statement was 'I know what is going on without relying on rumour' in section Communication and Involvement?

25%

Housing most disagreed on statement was 'I receive communications about change and I am asked for my views on the big decisions if they affect me' in section Communication and Involvement?

33%

Governance most disagreed on statement was 'I receive communications about change and I am asked for my views on the big decisions if they affect me' in section Communication and Involvement?

30%

Community Wellbeing most disagreed on statement was 'I am aware of how the Council is performing' in section Performance and Wellbeing?

38%

Finance & Property most disagreed on statement was 'I receive communications about change and I am asked for my views on the big decisions if they affect me' in section Communication and Involvement?

56%

The most neutral statement was from section 'How you feel about the Council' and was for statement 'The Council has a good reputation' with 38.2% opting neutral.

Environment and Planning most neutral statement was 'My views are listened to and acted on' in section Communication and Involvement?

50%

Housing most neutral statement was 'The Council has a good reputation' in section How you feel about the Council?

33%

Governance most neutral statement was 'I have trust and confidence in Senior Managers' in section Leadership and Direction?

27%

Community Wellbeing most neutral statement was 'The Council has a good reputation' in section How you feel about the Council?

38%

Finance & Property most neutral statement was 'The Council has a good reputation' in section How you feel about the Council?

44%




Key Section Comments

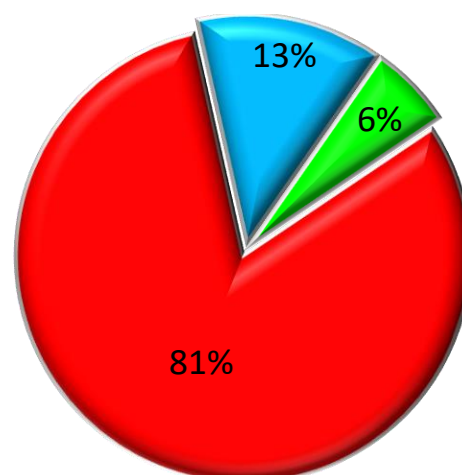
In the key sections overall there was 204 comments provided by 52 staff members. The comments have all been assessed and designated either positive, impartial or negative for evaluation purposes and has created some very interesting analysis.

The comments analysis has provided a new insight into the staff survey and has also been broken down by each key section and each department, painting an informative picture.

The feedback taken from the comments to the '5 Key Sections' were mostly Negative, with the lowest proportion being Positive.

The break down for this is 5.9% or 12 being Positive, 80.9% or 165 being Negative and 13.2% or 27 being Impartial. See below chart to help visualise this.

Positive Comments 
Impartial Comments 
Negative Comments 



Key Section Service Area Comments

The Service Area with the highest proportion of negative comments was "Finance & Property" at 92.7% and the area with the lowest proportion of negatives was "Environment and Planning" with 58.3%.

"Community Wellbeing" has had 29 surveys started with 36 comments, of these comments 1 or 2.8% were positive, 5 or 13.9% were impartial and 30 or 83.3% were negative.



"Environment & Planning" has had 16 surveys started with 12 comments, of these comments 3 or 25.0% were positive, 2 or 16.7% were impartial and 7 or 58.3% were negative.



"Finance & Property" has had 18 surveys started with 55 comments, of these comments 2 or 3.6% were positive, 2 or 3.6% were impartial and 51 or 92.7% were negative.



"Governance" has had 30 surveys started with 29 comments, of these comments 3 or 10.3% were positive, 6 or 20.7% were impartial and 20 or 69.0% were negative.



"Housing" has had 40 surveys started with 24 comments, of these comments 2 or 8.3% were positive, 6 or 25.0% were impartial and 16 or 66.7% were negative.



"Unknown" has had 53 surveys started with 48 comments, of these comments 1 or 2.1% were positive, 6 or 12.5% were impartial and 41 or 85.4% were negative.



Key Sections Comments - Key Words

Negatives - What staff are most negative about with the key questions comments is "Poor and/or lacking management", which was reflected in 24.1% of the negative comments. The next thing was "Not recognised for work done", seen in 11.2% of comments and then after this it was "Poor or non-existent communications", in 11.2% of comments.

Table below reflects those words that came up ten or more times.

Key Words	Words defined	Negatives
Management	Poor and/or lacking management	24.1%
Recognition	Not recognised for work done	11.2%
Communication	Poor or non-existent communications	11.2%
Senior	Poor and/or lacking senior management	6.6%
Demoralising	Demoralised through mainly lack of recognition or support	4.1%
Prospects	Very few prospects	4.1%
Career	No prospects	3.6%
People/Staff	Issues with other staff	3.3%
Training	Not enough training	3.3%
Leaving	Leaving for multiple reasons..	2.7%
Money	Money poor, off track with other LAs	2.7%
Workload	Too much work & leavers not replaced	2.7%



Positives - What staff are positive about with the key question comments is "Management is supportive and visible", which was reflected in 36.8% of the positive comments. The next thing was "Communications is effective", which reflected in 21.1% of comments and then after this it was "Staff are happy they work here", which was reflected in 10.5% of comments.

Table below reflects all the words that came up.

Key Words	Words defined	Negatives
Management	Management is supportive and visible	36.8%
Communication	Communications is effective	21.1%
Reputation	Staff are happy they work here	10.5%
Senior	Senior Management is supportive and visible	10.5%
Team Support	Working well together	10.5%
Flexibility	Appreciate the flexibility with leave	5.3%
Wellbeing	Health and wellbeing recognised.	5.3%



Impartial - What staff mainly impartial about with the key question comments is "Management varies around the council", which was reflected in 21.4% of the positive comments. The next thing was "Reputation varies by when and who you ask", which reflected in 16.7% of comments and then after this it was "Recognition there, but limited impact", which was reflected in 11.9% of comments.

Table below reflects those words that came up two or more times.

Key Words	Words defined	Negatives
Management	Management varies around the council	21.4%
Reputation	Reputation varies by when and who you ask	16.7%
Recognition	Recognition there but limited impact	11.9%
No Comment	No comments or N/A	9.5%
Communication	Some communicating is there, but maybe not enough	7.1%
Senior	Senior management varies around the council	7.1%
Balance	Work/Life balance is ok	4.8%
Prospects	Future unclear	4.8%

