

# Business & Transformation Scrutiny Panel

Agenda  
Item:

**A.8**

Meeting Date: 6/9/18  
Portfolio: Cross-cutting  
Key Decision: No  
Within Policy and Budget Framework: Yes  
Public / Private: Public

Title: Employee Opinion Survey 2018  
Report of: Chief Finance Officer  
Report Number: PC18/18

## Purpose / Summary:

Employee opinion surveys have taken place at Carlisle City Council for over 10 years. They offer an opportunity to engage with staff and find out their views about working for the City Council. A survey took place earlier this year, and as with previous surveys, the results are reported to the relevant Scrutiny Panel.

## Recommendations:

- Consider and comment on the results of the Employee Opinion Survey 2018.

## Tracking

Scrutiny:	B&TSP 6/9/18
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## 1. BACKGROUND

1.1 The 2018 Employee Opinion Survey (EOS) was completed in February with 264 responses; a response rate of 58% based on a headcount of 459 staff. This is an increase on the response rate in 2016 (51%). The response rate by Directorate is:

Directorate	Response rate
Community Services	54%
Corporate Support & Resources	63.1%
Economic Development	64.1%
Governance & Regulatory Services	52.6%

The headlines have been reported to staff in the Chief Executive's July briefings.

## 2. Determining changes from EOS 2016 to EOS 2018

2.1 The survey questions are attached as an appendix, wherever possible the questions are repeated from year to year for comparison. The results are presented with the question as a code, for example: Q3a is the code for Question 3 part a.

2.2 The overall confidence interval (CI) for the survey, based on 264 responses at 95% confidence level, is +/- 3.94%. There is variation in the count of responses per question as some employees have not completed the whole survey. The maximum CI is +/- 4.7%. This means that we can say with 95% confidence that the response reported is within +/- 5% of the figure for all employees. For example, we are 95% confident that between 81% and 91% (86% reported) rate the Council as a good employer.

2.3 Survey Monkey, the survey tool used for the EOS, has a word cloud tool which has been used to create a scaled font for the literal answers to questions 2, 15, 16 and 17. These images are embedded in the relevant sections of the report. This tool helps to summarise and count the literal answers and is preferable to presenting the text in full.

2.4 Each result is tagged with a character to highlight the changes since the EOS 2016, using the following key:

Key	
↑↑	Increase on 2016
=	Too close to 2016 to call (within combined 2016 and 2018 Confidence Intervals). The difference in results would have to be significantly outside of the overlapping ranges of the confidence intervals for each year.
↓↓	Decrease on 2016
NEW	New question

This key provides an instant guide to the changes between the EOS 2016 and EOS 2018.

### 3. Results

#### 3.1 Vision and priorities

Q2 What do you think is the biggest challenge facing the City Council in the next 12 months?



Q3a 80.7% have a good understanding of the vision and priorities (2016 84.8%) =

Q3b 86.4% understand how their work contributes to the vision and priorities (2016 85.3%) =

Q3c 87.7% feel they have a responsibility in helping the Council achieve its aims NEW

#### 3.2 Senior Management Team (SMT)

Q4a 62.1% say SMT provide strong leadership (2016 61.3%) =

Q4b 59.2% say SMT provide visible leadership (2016 64.9%) =

Q4c 53.6% say communication between SMT and staff is effective (2016 53.6%) =

#### 3.3 Line management

Q5a 73.6% say their line manager provides effective leadership (2016 77.8%) =

Q5b 78.4% say their line manager supports them in their role (2016 82.6%) =

Q5c 73.8% say their line manager keeps them in touch with what's going on (2016 78%) =

Q5d 68.7% say their line manager provides feedback on my performance (2016 67.6%) =

Q5e 71.9% say their line manager encourages and supports my development (2016 73%) =

Q5f 70.2% say their line manager asks for my opinion before making decisions that affect my work (2016 68.3%) =

Q5g 72.8% say their line manager values my work (2016 78.9%) =

### 3.4 Employer

Q6 86% rate the Council as a good (44.3%) or very good (41.7%) employer =  
(In 2016 this was 89.8% and 2014 this was 90.8%)

### 3.5 Miscellany

Q7a 79.8% say they have the tools and resources needed to do their job (2016 74.7%) =

Q7b 90.3% say they know what is expected of them at work NEW

Q7c 87.3% feel like they have a responsibility in helping the council achieve its aims  
NEW

Q7d 75.7% say they have a chance to use their strengths and abilities at work NEW

Q7e 69.9% say they have opportunities to be listened to NEW

Q7f 9.4% say they are subject to bullying at work (2016 6.5%). 86.3% say they  
strongly disagree/disagree with this statement and 4.3% don't know =

Q7g 74% say colleagues behave positively at work NEW

Q7h 78.7% say they know where to get support if they feel anxious or stressed out at  
work NEW

Q7i 81.8% say they are able to maintain a good balance between work and their  
personal life (2016 81.7%) =

Q7j 64.1% say they are satisfied with their pay and benefits package (2016 66.7%) =

Q7k 61.0% feel valued as an employee (2016 64.5%) =

Q7l 78.6% say they are proud to work for Carlisle City Council NEW

Q7m 63.1% say if I have done a good job it is recognised NEW

### 3.6 Learning and development

Q8 80.2% have taken part in learning and development in the last 12 months (2016  
70.1%) ↑↑

### 3.7 Employee Assistance Programme

Q9 13.1% say they have used the Employee Assistance Programme NEW

Q10 41.9% say they last accessed the employee Assistance Programme online, 29%  
telephone and 29% face to face NEW

Q11 93.1% say they found the service useful NEW

### 3.8 Communications and various

Q12 What makes you feel most valued at work?

Council Understood Service Performance Appreciation Face  
Valued Allowed Team Hard Work Recognition  
Getting Paid Job Going Manager  
Positive Results Feedback Thanks Received  
Support Everyday Colleagues Genuine Making  
Project Listened Unfortunately Simple Thank

Q13 70% are satisfied with internal communications (69.9 % in 2016) =

Q14 How would you prefer to receive internal communications? (Multiple response)

Answer	2018	2016	Change
Email / e-newsletter	61.8%	63%	=
Team meetings	63.1%	59.2%	=
Staff newsletter	36.5%	42.4%	=
Chief Executive briefings	36.5%	40.2%	=
Intranet	26.2%	25.5%	=
Other - please specify:	6%	2.7%	=

Q15 What other ways can we improve internal communications?

Feels Departmental Departments Present Listen Instead  
Bring back the  
Emails Newsletter Regular Civic Centre  
Team What's Happening Management  
Passed Communication Means  
What's  
Meetings Going Service Unsure Intranet  
Kept Think Role News SMT

Q16 What could the organisation do to better support you in your role?

Infrastructure Feedback Leadership Appreciate Resource  
 Projects Health Nice Training Quicker Listen  
 Facilities Staff Agile Working Support Increase  
 Managers Follow Role Present  
 Better it Equipment Resulting Workloads Assess  
 Career Tools Clear

Q17 What one thing could the City Council do to improve the Council the most?

Job Outside Reduce the Amount Eat Team Say  
 Invest Drive Management Working Environment  
 Ground Floor Resources Improve Positive  
 Staff Social Media Council Celebrate Public  
 Leadership Sorted Crew Pay Hard Stop Query Waste  
 Organisation

Q18 What do you like about working for Carlisle City Council? NEW

Flexi time	65.1%
Colleagues / friendliness	54.2%
Type / nature / variety of work	52.8%
Work life balance / agile working	48.0%
Location (close to family / good schools / close to city centre)	47.2%
Employee benefits e.g pension, car etc	42.4%
Desire to work in public service	34.9%
Development opportunities	30.6%
Level of Pay	29.3%
Culture of the Council	19.7%
Office / work facilities	15.7%
Social	14.9%
Other (please specify)	6.1%

#### **4. CONSULTATION**

4.1 Headline results have been shared with staff in briefings.

#### **5. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

5.1 Increase in response rate has been achieved.

5.2 Only one significant change from 2016, participation in learning & development has increased

5.3 The new questions have informed the Workforce Development Plan and continued promotion of the Employee Assistance Scheme.

5.4 The response to question the Q7f, 9.4% say they are subject to bullying at work, has led to further work to fully understand the result.

#### **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

6.1 EOS results prove that employees are aware of and understand their role in delivering the priorities.

**Contact Officers: Gary Oliver**

**Ext: 7430**

**Appendices EOS Survey 2018 questions  
attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- None

#### **CORPORATE IMPLICATIONS:**

**LEGAL - None**

**FINANCE – Not applicable**

**EQUALITY – None**

**INFORMATION GOVERNANCE – None**

## Appendix 1: Employee Opinion Survey 2018

1. In which directorate or team do you work?

- ☐ Governance and Regulatory Services
- ☐ Corporate Support and Resources
- ☐ Economic Development
- ☐ Community Services

2. What do you think is the biggest challenge facing the City Council in the next 12 months?

3. Please say how much you agree or disagree with the following statements about the City Council's vision and priorities

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I have a good understanding of the City Council's vision and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my work contributes to achieving the City Council's vision and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I have a responsibility in helping the Council achieve its aims	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please say how much you agree or disagree with the following statements about the Senior Management Team?

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The City Council's Senior Management Team provides strong leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The City Council's Senior Management Team provides visible leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication between the Senior Management Team and staff is effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please say how much you agree or disagree with the following statements about your line manager

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
My line manager provides effective leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager supports me in my role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager keeps me in touch with what is going on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager provides feedback on my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager encourages and supports my development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager asks for my opinion before making decisions that affect my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My line manager values my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How do you rate the City Council as an employer?

- ☐ Very good
- ☐ Good
- ☐ Poor
- ☐ Very poor

7. Please say how much you agree or disagree with the following statements about working for the City Council:

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I have the tools and resources needed to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what is expected of me at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I have a responsibility in helping the Council achieve its aims	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a chance to use my strengths and abilities at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have opportunities to be listened to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am subject to bullying at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues behave positively at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where to get support if I feel anxious or stressed out at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to maintain a good balance between work and my personal life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the pay and benefits package offered by the City Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel valued as an employee at the City Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to work for Carlisle City Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have done a good job it is recognised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Have you taken part in any work related learning and development in the last 12 months (training courses/workshops/qualifications/e-learning/conferences)?

☐ Yes

☐ No

9. Have you used the Employee Assistance Programme?

☐ Yes

☐ No

10. How did you last access the Employee Assistance Programme?

☐ Online

☐ Telephone

☐ Face to face

11. Did you find the service useful?

☐ Yes

☐ No

12. What makes you feel most valued at work?

13. Overall how satisfied are you with internal communications at the City Council?

☐ Very satisfied

☐ Satisfied

☐ Dissatisfied

☐ Very dissatisfied

14. How would you prefer to receive internal communications (please tick all that are applicable)?

- ☐ Chief Executive briefings
- ☐ Team meetings
- ☐ Staff newsletter
- ☐ Email / e-newsletter
- ☐ Intranet
- ☐ Other - please specify:

15. What other ways can we improve internal communications?

16. What could the organisation do to better support you in your role?

17. What one thing could the City Council do to improve the Council the most?

18. What do you like about working for Carlisle City Council?

- ☐ Level of Pay
- ☐ Development opportunities
- ☐ Flexi time
- ☐ Work life balance / agile working
- ☐ Location (close to family / good schools / close to city centre)
- ☐ Type / nature / variety of work
- ☐ Culture of the Council
- ☐ Desire to work in public service
- ☐ Office / work facilities
- ☐ Colleagues / friendliness
- ☐ Social
- ☐ Employee benefits e.g pension, car etc
- ☐ Other (please specify)