

# Report to Business & Transformation Scrutiny Panel

Agenda Item:

**A.5**

Meeting Date: 23 July 2020  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework: Yes  
Public / Private: Public

Title: EMPLOYEE OPINION SURVEY 2020  
Report of: Corporate Director of Finance and Resources  
Report Number: RD16-20

## Purpose / Summary:

Employee opinion surveys (EOS) have taken place at Carlisle City Council for over 12 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:

1. Scrutinise the results of the Employee Opinion Survey 2020

## Tracking

Executive:	N/A
Scrutiny:	Business and Transformation 23/7/20
Council:	N/A

## 1. Background

1.1 The 2020 Employee Opinion Survey was completed in February with 264 responses, a response rate of 55.8% based on a headcount of 473 staff<sup>1</sup>. This is a marginal decrease in the response rate in 2018 (58%).

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

## 2. Determining changes from EOS 2018 to EOS 2020

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 +/- 4.0%. There is variation in the count of responses per question as some employees have not completed the whole survey. The maximum CI is +/- 5.1%. This means that we can say with 95% confidence that the response reported is within +/- 5.1% of the figure for all employees. For example, we are 95% confident that between 85.6% and 95.8% (90.7% reported) of all staff 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, 12, 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 2018, using the following key:

↑↑	Increase on 2018
=	Too close to 2018 to call (within combined 2018 and 2020 CIs)
↓↓	Decrease on 2018
NEW	New question

This key provides an instant guide to the changes between the EOS 2018 and EOS 2020.

---

<sup>1</sup> End January 2020

### 3.1 Vision and priorities

authority impact local government reorganisation happy Cumbria customer  
Budget cuts staff morale projects climate change public money  
Unitary Authority Civic Centre work jobs levels Weather budgets  
Brexit flood Lack funding Unitary staff will services  
new Keeping Dealing Council unitary council Borderlands delivery  
changes Finances cuts city reorganisation Maintaining deliver  
Devolution Local Government resources within devolution enough houses

### 3.2 Senior Management Team (SMT)

### 3.3 Line management

### 3.4 Employer

Q6 90.7% rate the Council as a very good or good employer = (2018 86%)

### 3.5 Miscellany

Q7a 81.3% say they have the tools and resources needed to do their job (2018 79.8%) =

Q7b 92.9% say they know what is expected of them at work (2018 90.3%) =

Q7c 89.5% feel like they have a responsibility in helping the council achieve its aims (2018 87.3%) =

Q7d 82.9% say they have a chance to use their strengths and abilities at work (2018 75.7%) =

Q7e 80.6% say they have opportunities to be listened to (2018 69.9%) ↑↑

Q7f 74.9% say colleagues behave positively at work (2018 74%) =

Q7g 82.9% say they know where to get support if they feel anxious or stressed out at work (2018: 78.7%) =

Q7h 85.3% say they are able to maintain a good balance between work and their personal life (2018 81.8%) =

Q7i 68.2% say they are satisfied with their pay and benefits package (2018 64.1%) =

Q7j 74.4% feel valued as an employee (2018 61.0%) ↑↑

Q7k 84.8% say they are proud to work for Carlisle City Council (2018 78.6%) =

Q7l 66.8% say if I have done a good job it is recognised (2018 63.1%) =

### 3.6 Learning and development

Q8 73.0% have taken part in learning and development in the last 12 months (2018 80.2%) =

### 3.7 Employee Assistance Programme

Q9 12% say they have used the Employee Assistance Programme (2018 13.1%) =

Q10 33.3% say they last accessed the employee Assistance Programme online, 37.5% telephone and 29.2% face to face (2018 41.9% say they last accessed the employee Assistance Programme online, 29% telephone and 29% face to face).

Q11 95.8% say they found the service useful. (2018 93.1%)

*Change not calculated due to small sample size for above two questions.*

### 3.8 Communications and various

Q12 What makes you feel most valued at work?



Q13 76.7% are satisfied with internal communications (70 % in 2018) =

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

Answer	2020	2018	Change
Email / e-newsletter	41.6%	61.8%	↓
Team meetings	56.5%	63.1%	=
Staff newsletter	31.6%	36.5%	=
Chief Executive briefings	72.3%	36.5%	↑
Intranet	23.0%	26.2%	=
Other	5.3%	6%	=

Q15 What other ways can we improve internal communications?



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

team well US reviews time level role know help changes feel departments  
work paid support Improve need director staff appreciate  
better Allow people provide organisation greater nothing job make

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

value use new systems provide talk years area one Ensure departments time taken  
customer meet come team deliver needs ground floor Council projects  
work less staff know Improve public good processes  
things job pay feel many nothing people Continue asking roles building cross  
training focus communication managers make willing

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

Answer	2020	2018	Change
Flexi time	35.4%	65.1%	↓↓
Colleagues / friendliness	34.0%	54.2%	↓↓
Type / nature / variety of work	69.9%	52.8%	↑↑
Work life balance / agile working	51.5%	48.0%	=
Location (close to family / good schools / close to city centre	53.4%	47.2%	=
Employee benefits e.g. pension, car etc	50.0%	42.4%	=
Desire to work in public service	17.5%	34.9%	↓↓
Development opportunities	32.0%	30.6%	=
Level of Pay	14.6%	29.3%	↓↓
Culture of the Council	58.3%	19.7%	↑↑
Office / work facilities	14.6%	15.7%	=
Social	47.1%	14.9%	↑↑
Other	3.9%	6.1%	

#### 4. PROPOSALS

None

#### 5. RISKS

None

#### 6. CONSULTATION

Headline results have been shared with staff in briefings.

#### 7. CONCLUSION AND REASONS FOR RECOMMENDATIONS

7.1 Slight decrease in response rate

7.2 Positive changes:

Q5d) My line manager provides feedback on my performance (2018: 68.7% agree, 2020: 76.8%)

Q7e) I have opportunities to be listened to (2018: 69.9% agree, 2020: 80.6%)

Q7j) I feel valued as an employee (2018: 61.0%, 2020: 74.4%)

7.3 No negative changes

7.4 Other changes:

Q14 How would you prefer to receive internal communications?

- Email / e-newsletter (2018: 61.8%, 2020: 41.6%)
- Chief Executive briefings (2018: 36.5%, 2020: 72.3%)

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

- ⇓ Flexi time (2018: 65.1%, 2020: 35.4%)
- ⇓ Colleagues / friendliness (2018: 54.2%, 2020: 34.0%)
- ⇓ Desire to work in public service (2018: 34.9%, 2020: 17.5%)
- ⇓ Level of Pay (2018: 29.3%, 2020: 14.6%)
- ⇑ Culture of the Council (2018: 19.7%, 2020: 58.3%)
- ⇑ Social (2018: 14.9%, 2020: 47.1%)
- ⇑ Type / nature / variety of work (2018: 52.8%, 2020: 69.9%)

## **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 Officer:** Gary Oliver

**Ext:** 7430

### **Appendices attached to report:**

Employee Opinion Survey Questions

**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** - This report raises no explicit legal issues.

**FINANCE** – This report raises no explicit financial issues

**EQUALITY** – This report raises no explicit issues relating to the Public Sector Equality Duty.

**INFORMATION GOVERNANCE** – This report raises no explicit issues relating to Information Governance.



**Appendix: Employee Opinion Survey 2020 Questions**

1. In which directorate do you work?

- ☐ Community Services
- ☐ Corporate Support
- ☐ Economic Development
- ☐ Finance and Resources
- ☐ Governance and Regulatory 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"/>
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 (please tick all that are applicable)?

- ☐ Level of pay
- ☐ Development opportunities
- ☐ Flexi time / flexible working / agile working
- ☐ Work life balance
- ☐ Location e.g. close to family, schools, city centre etc.
- ☐ 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)