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**TITLE: STAFF PULSE SURVEY RESULTS (INTERNAL COMMUNICATION 2015) – KEY FINDINGS**

Committee: Regulatory & Support Services Committee

Date: 30<sup>th</sup> March 2015

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1.0 ISSUE

1.1 This report presents the key findings of the first Pulse Survey on Internal Communication that was carried out in January / February 2015, together with the proposed improvement plan.

2.0 RECOMMENDATION(S)

2.1 That the Committee notes the key findings from the Pulse Survey and approves the implementation of the action plan (Appendix 1) with immediate effect following the end of the consultation period with the Joint Consultative Committee (JCC).

3.0 BACKGROUND

3.1 As part of its commitment to increase engagement with staff, the Council will be carrying out a quarterly Pulse Survey. Each survey will focus on a specific subject to understand staff views on it.

3.2 In January 2015, the Council sent out its first Pulse Survey which was focused on internal communication.

3.3 196 survey questionnaires were distributed to staff and 73 were completed and returned. This gave a return rate of 37% which is slightly higher than the previous survey carried out in 2012.

4.0 STAFF SURVEY ACTION PLAN

4.1 The key findings from the results, as identified by Management Team (see Appendix 1), have provided a useful benchmark for understanding the views of the Council's staff.

4.2 The results of the Pulse Survey and proposed action plan will be communicated to staff through the Management Team Staff Briefings that have been arranged for the end of March 2015.

4.3 To measure the effectiveness of the adopted improvement plan, the Council intends to re-circulate the original staff pulse survey questionnaire in October 2015.

4.4 The proposed action plan has been consulted upon through the Joint Consultative Committee (JCC). Unison welcomes the development of the action plan, particularly the establishment of staff focus groups as they believe that genuine two-way dialogue is key to improving staff morale.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no financial implications associated with this report.

5.2 An Equality Impact Assessment (INRA) is not required.

6.0 APPENDICES

Appendix 1 – Staff Pulse Survey Results 2015 (Communication) -Key Findings

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<b><u>Background Documents</u></b>	<b><u>Location</u></b>	<b><u>Contact Officer</u></b>
Staff Survey Results for 2015 and 2012.	Room 105, The Grange, Ely	Richard Quayle Director (Support Services) (01353) 616303 E-mail: Richard.quayle@eastcambs.gov.uk

## **STAFF PULSE SURVEY RESULTS 2015 - COMMUNICATION**

### **Background**

As part of its commitment to increase engagement with staff, the Council will be carrying out a quarterly “Pulse Survey” – each one focused on a specific subject.

In January 2015, the Council sent out its first Pulse Survey which was focused on internal communication. 196 survey questionnaires were distributed to staff and 73 were completed and returned. This gave a return rate of 37% which is slightly higher than the previous survey carried out in 2012, but significantly lower than surveys carried out before this.

### **Historical Return Rates:**

2012 – 33%

2008 – 64.5%

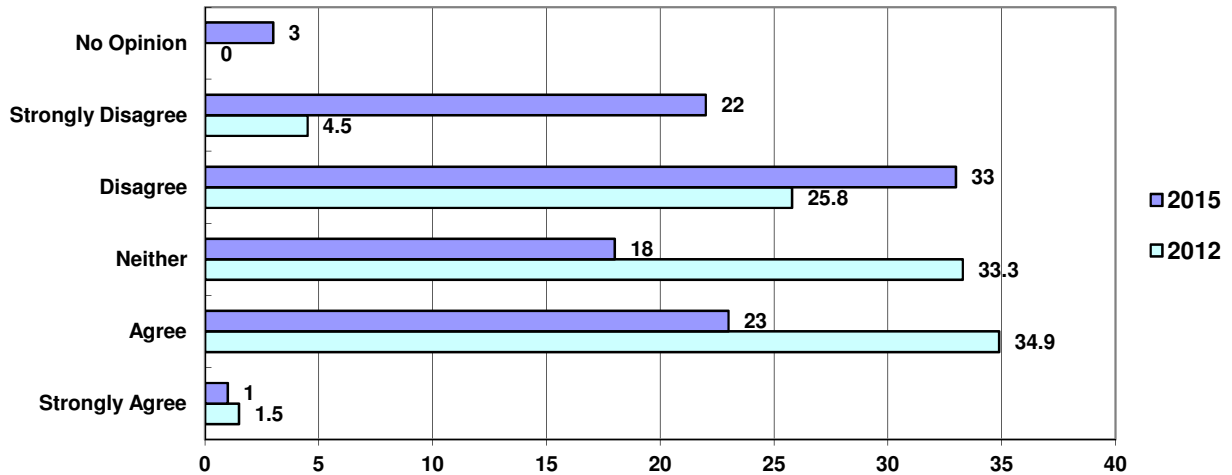
2003 – 67%

Where possible, staff responses to the Pulse Survey are compared with responses from the previous survey carried out in 2012.

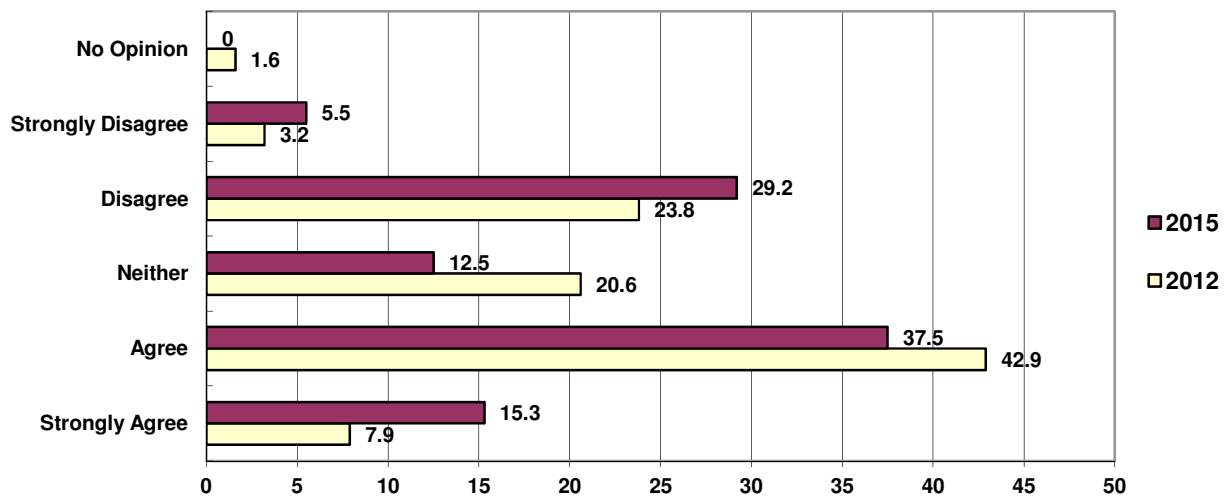
**KEY FINDINGS**

**Section 1 – General Views on Internal Communication**

**1. I feel well informed about the Council’s performance and plans (% of all)**



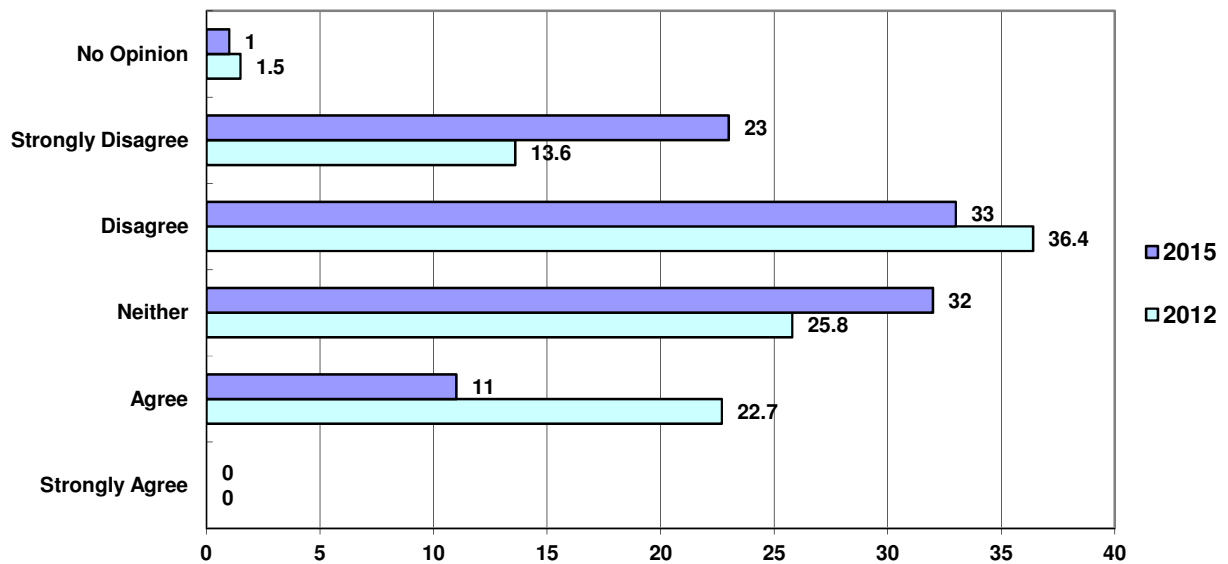
**2. I feel well informed about the performance and plans of my section/department (% of all)**



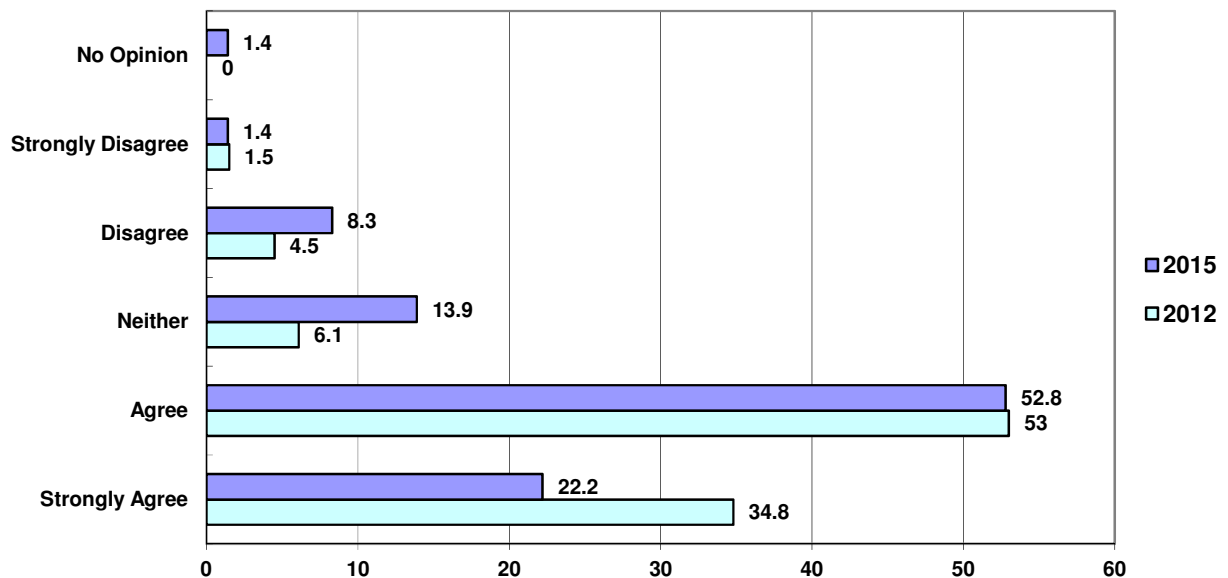
Staff do not feel very informed about the performance and plans of the Council as a whole, but they feel more informed about the performance and plans of their section/department. Staff feelings of being informed about Performance and Plans have generally dropped since 2012, with exception of an increase in those who strongly agree they feel informed about their section/department’s Performance and Plans.

In 2012 this question was “My line manager keeps me informed of how the Council is performing against service and corporate objectives”.

**3. Information and knowledge is shared openly within the Council (% of all)**

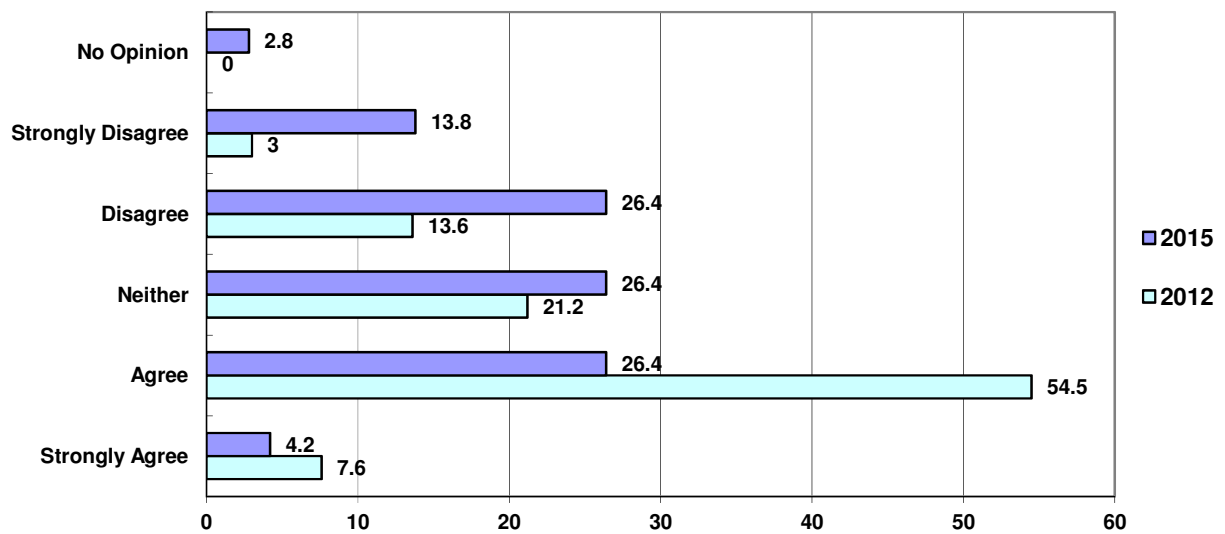


**4. There is good communication within my team (% of all)**



Only 11% of staff felt that information and knowledge was shared openly within the Council compared to 22% in 2012. However staff generally feel there is good communication within the team.

**5. There is good communication with other sections/departments (% of all)**

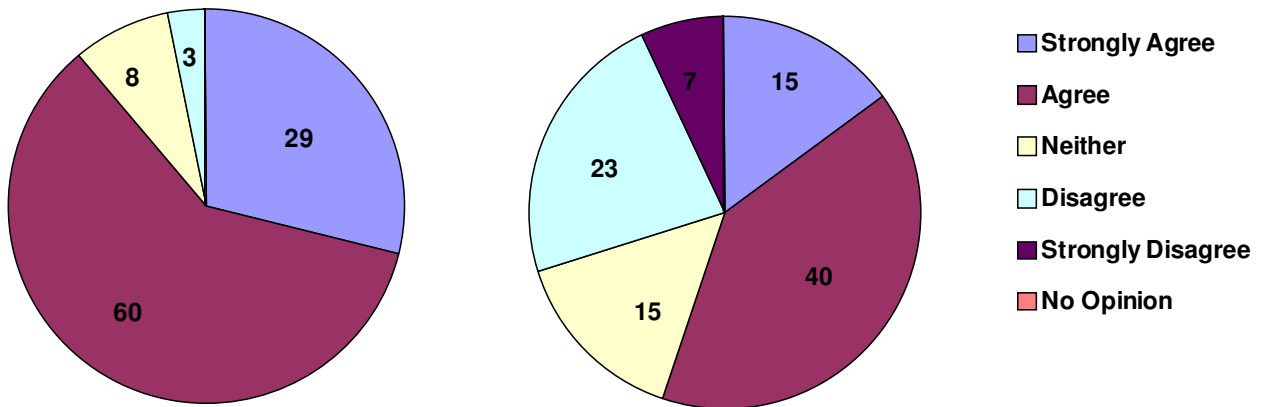


There has been a significant shift in staff no longer feeling there is good communication with other sections and departments. In 2012, this question was “There is good communication with other teams in my department”.

**6 / 7. I am comfortable sharing my opinions and ideas at work with...**

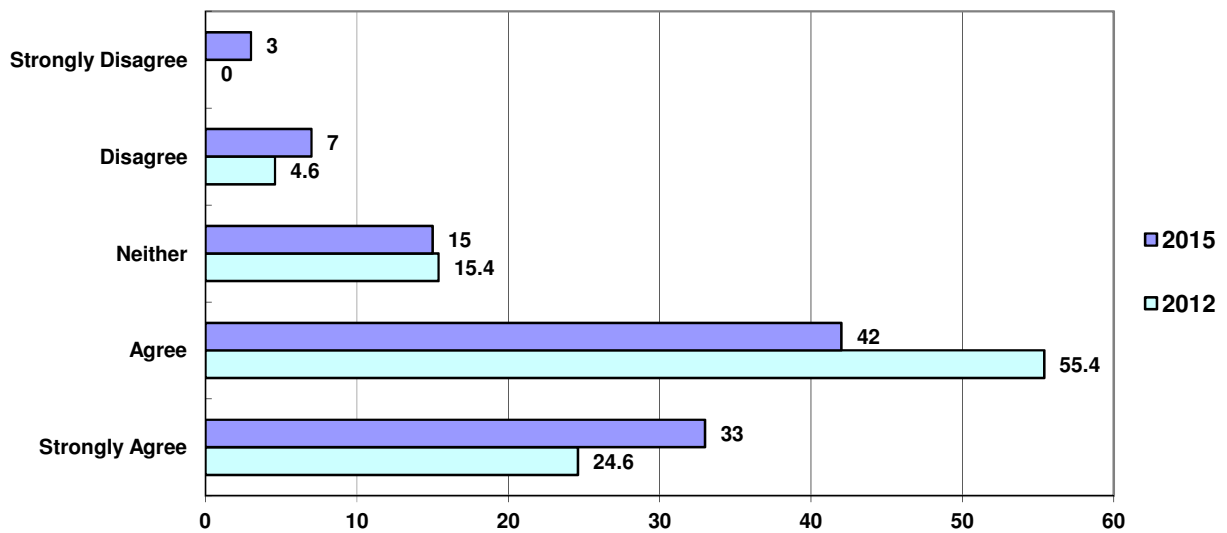
*...My Team (% of all)*

*...Senior Management (% of all)*

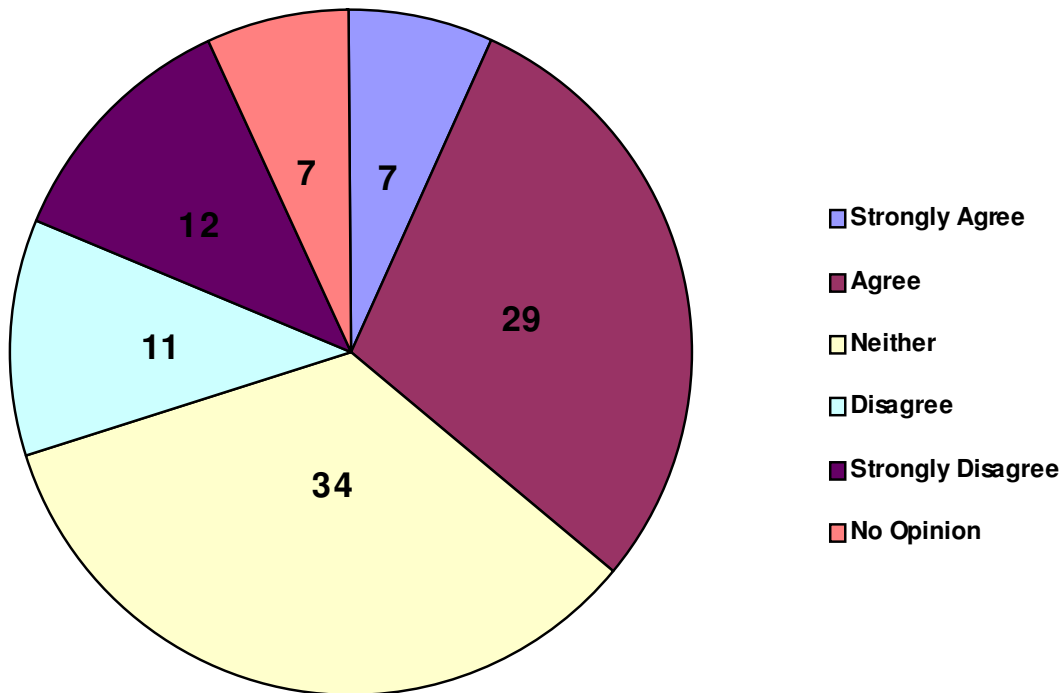


The vast majority of staff feel comfortable sharing their opinions and ideas with their team and just over half of staff feel comfortable sharing them with Senior Management.

**8. My line manager listens to my ideas and opinions (% of all)**

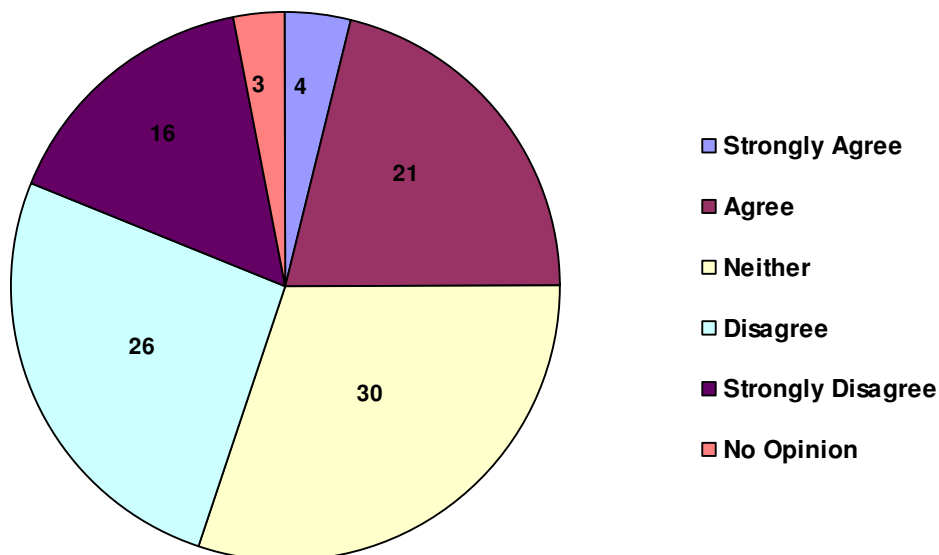


**9. Senior Management listens to my views and opinions (% of all)**



The vast majority of staff feel that line managers listen to their views (only 10% didn't agree / strongly disagreed). 36% of staff felt that Senior Management listened to their views.

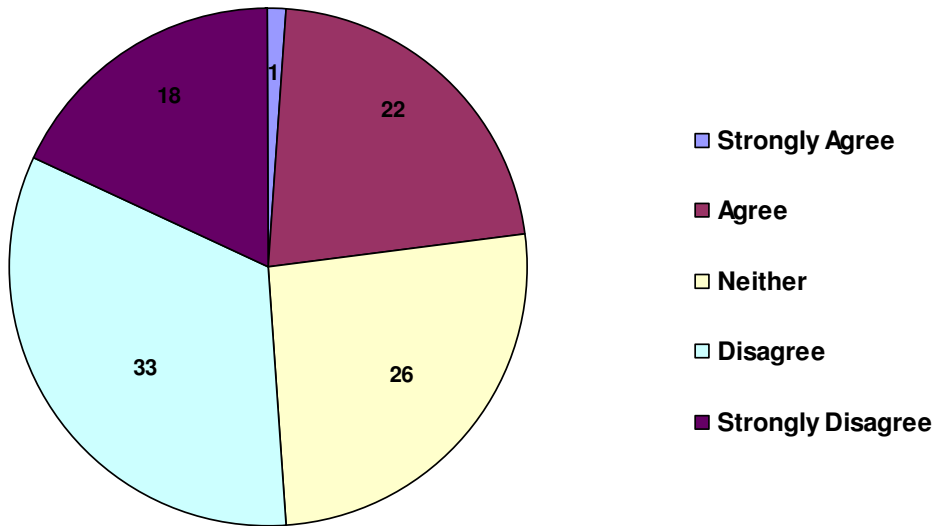
**10. Senior Management keeps me informed of matters that affect me? (% of all)**





Only 25% of staff feel that Senior Management keeps them informed of matters that affect them.

**11. Generally, I am satisfied with communication at the Council (% of all)**



Only 23% of staff are satisfied with communication generally at the Council compared to 51% that are not satisfied.

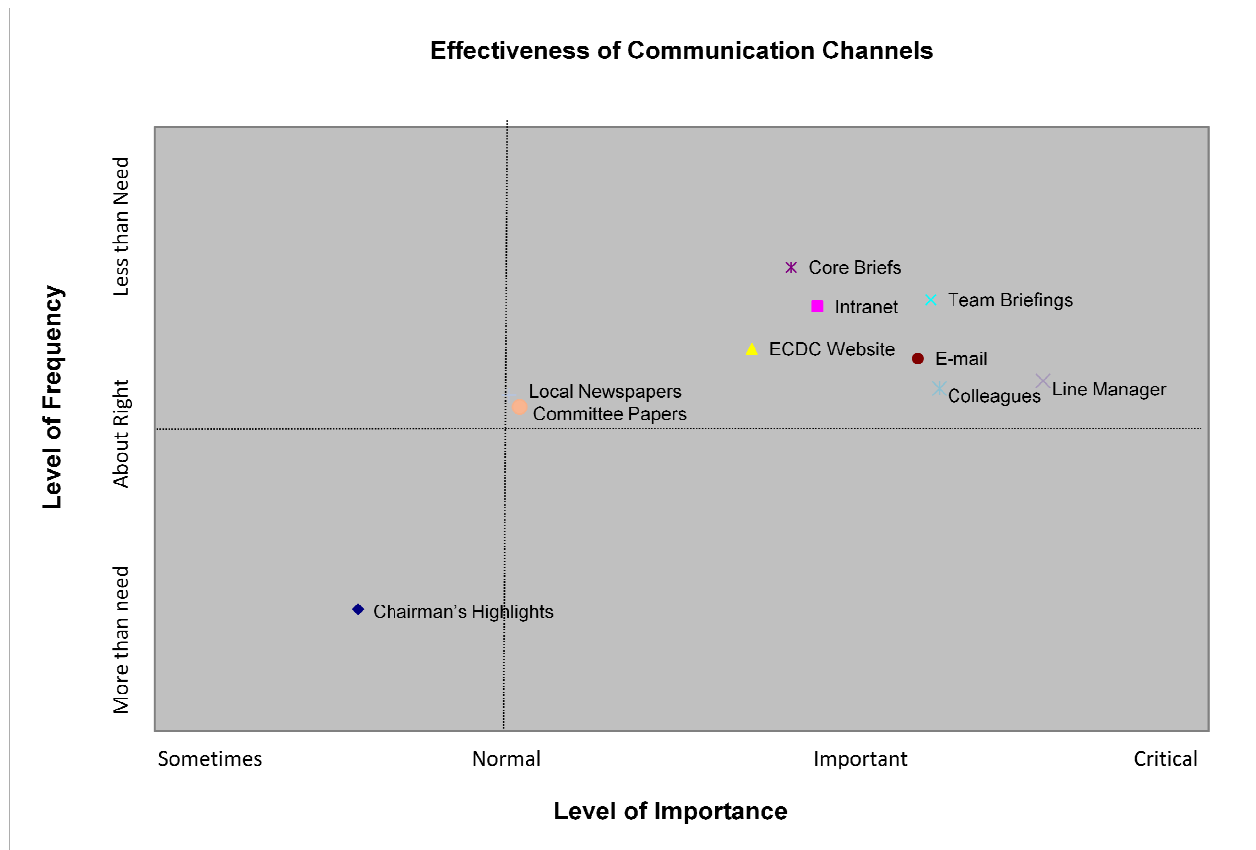
**Section 2 – Effectiveness of different communication channels used by the Council**

Within the survey, staff were also asked to state how important different communication channels used by the Council were to them and whether they are used effectively.

Possible responses to the questions were:

How Important?	How Frequent?
Critical	Much more than I need
Important	More than I need
Normal	Just about right
Sometimes	Less than I need
Not at all	Much less than I need

The responses to both questions have been averaged out and plotted against each other in the following chart.



The Council’s Core Briefs and Team Briefings have been identified as important communication channels and these methods need to be used more frequently to communicate, closely followed by the intranet.

Chairman’s highlights was more frequent than staff felt it needed to be, although this channel of communication is also used externally to the Council and the views of staff should not be taken in isolation.

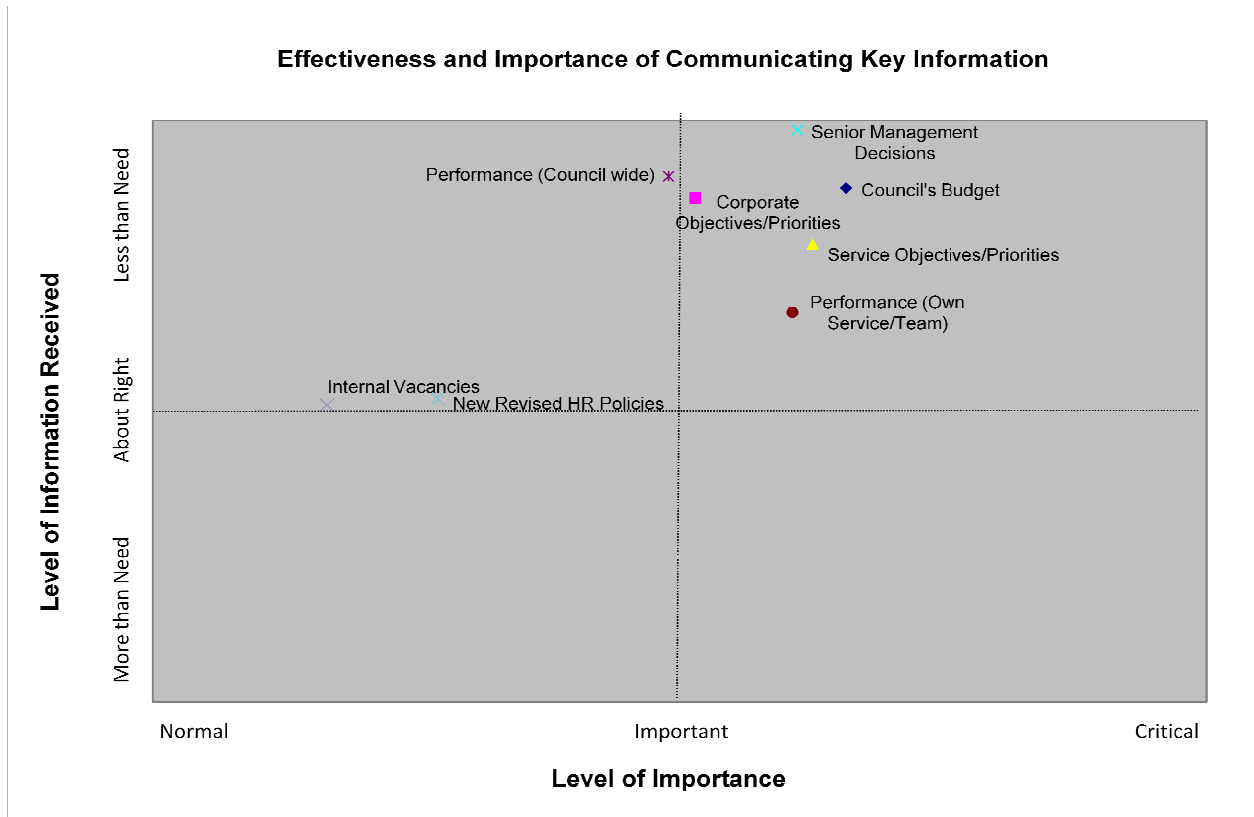
**Section 3 – Importance and effectiveness of information communicated to staff**

Staff were also asked to measure the importance of information communicated to them and how well informed they felt.

Possible responses to the questions were:

How Important	How Well Informed
Critical	Much more than I need
Important	More than I need
Normal	Just about right
Sometimes	Less than I need
Not at all	Much less than I need

The responses to both questions have been averaged out and plotted against each other in the following chart.



The top 4 areas that were considered either important or critical by staff were: Senior Management Decisions, Council Budget, Corporate Objectives/Priorities, and Service Objectives and Priorities. In all of these areas, the staff also felt that the level of information currently provided was less than needed.

**General Staff Comments**

Below is a summary of the key messages received from staff in the comments section of the survey.

- Don't feel informed regarding corporate objectives / priorities / budget
- Lack of clarity regarding the direction the Council is heading in
- Communication from Management Team has got worse recently and there

needs to be a way of feeding information up as well as down

- Management Team need to be more visible
- More council wide meetings / briefings are needed
- There is too much silo working
- Changes are made within a department that affects other teams but is not always communicated
- Concerns regarding the Press and PR service providing value for money
- Should use the Core Brief, provide a regular press round up and make better use of the intranet to share information
- Need to celebrate successes
- Reintroduce the staff suggestions scheme

**Employee Profile**

<b><i>Length of Service</i></b>	<b>2015</b>	<b>2012</b>	<b>2008</b>	<b>2006</b>	<b>2003</b>
Less than 2 Years	23.2%	9.1%	24.4%	23.0%	33.3%
2 to 5 Years	20.3%	16.7%	29.4%	36.1%	24.4%
Longer than 5 Years	56.5%	65.2%	44.5%	38.5%	37.8%

## Communication Improvement Plan

In response to the issues raised in the survey, the following actions are being proposed.

Issue	Action	Responsibility	Timescale
Corporate priorities / budget / Performance	Run Corporate Briefings for staff twice a year (Spring and Autumn)	Chief Executive	First briefing arranged for March 2015
	Set up focus groups for staff to contribute to development of the Transformation Programme	Director (Support Services)	First focus groups will be run in April 2015
	Arrange facilitated workshops with each service team on an annual basis to consider corporate priorities and develop Service Delivery Plan for the coming year	Director (Support Services)	Every May
Cascading Management Decisions, performance and cross cutting issues	Introduce a new monthly news brief to replace the Core Brief (name to be developed). This will be developed to include messages from management team, news items from services (such as projects / achievements), and an opportunity to feedback to management team.	Corporate Management Team	From April 2015
	Ensure all teams have at least one team meeting every 2 months. The news brief (above) will be used as part of the team meeting to cascade information.	Service Leads	From April 2015
	Review the intranet to develop it as an effective communication and collaboration tool	Director (Support Services)	Review completed by end of June 2015
Recognising staff contributions and achievement	To introduce a new Award Scheme to acknowledge, celebrate and reward outstanding achievements for those employees who have 'gone the extra mile' and demonstrated a 'can do' attitude and exceptional performance.	HR Service Lead	From May 2015
	Enhance the Council's Annual Awards Ceremony to include the new awards introduced.	HR Service Lead	By 1 December 2015
	Re-launch the Council's Staff Suggest Scheme and link it to the new Award Scheme.	HR Service Lead	By the end of June 2015
PR and Press Service	Review PR and Press Service	Chief Executive	By end of June 2015