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**REPORT TO:** Organisation Improvement and Environment Overview and Scrutiny Commission

**DATE:** 5 March 2007

**DEPARTMENT:** Corporate Policy and Improvement

**REPORTING OFFICER:** Scrutiny Officer

**SUBJECT:** **EMPLOYEE SURVEY 2006**

**WARD/S AFFECTED:** All

**FORWARD PLAN REF:** N/A

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**1.0**

**PURPOSE OF REPORT**

- 1.1 An employee survey of all Harrogate Borough Council staff was undertaken in September 2006 as part of the Corporate Improvement Action Plan 2006/2007. It was carried out by an external consultant NHS Partners (formerly PWR), and provided the opportunity for all employees to give their views in strictest confidence about working for the Council.
- 1.2 The overall results were reported to CMT on 30 November 2006 and to Cabinet on 13 December 2006. It was agreed that Unions, Departments, Corporate Groups and the Member Improvement Group would respond to the results of the survey and report to Corporate Management Team (CMT) at its meeting on 22 February 2007. This report therefore details the responses of these groups for consideration.
- 1.3 CMT agreed the actions that were being taken by Unions, Departments, Corporate Groups and the Member Improvement Group to address the issues raised in the survey. It also agreed that a further report be prepared to provide analysis of the corporate issues arising from the responses received and the issues arising from the results of the survey itself to ensure that these were addressed. This report would also include proposals to monitor actions identified.

- 1.4 When the overall results were reported to CMT and Cabinet on 13 December 2006 the process and timetable for progressing the results were also agreed (see **APPENDIX A**) and it was agreed that Unions, Departments, Corporate Groups and the Member Improvement Group would respond to the results of the survey to enable the Scrutiny Officer to report to the Organisation Improvement and Environment Overview and Scrutiny Commission at its meeting on 5 March 2007 prior to consideration by Cabinet. This report therefore details the responses of these groups for consideration and a presentation will also be delivered regarding the results of the survey.

## **2.0 RECOMMENDATION/S**

- 2.1 It is recommended that the Organisation Improvement and Environment Overview and Scrutiny Commission:
- 2.1.1 Consider the responses from Unions, Departments, Corporate Groups and the Member Improvement Group regarding actions to be undertaken by them and the actions they have identified to be progressed corporately
- 2.1.2 Agree any comments to refer to Cabinet at its meeting on 14 March 2007.

## **3.0 RECOMMENDED REASON/S FOR DECISION/S**

- 3.1 An employee survey has been recognised by the Council as a key improvement initiative and included in the Corporate Improvement Plan for 2006/2007
- 3.2 The results of the survey will inform key Department/Corporate group and Corporate work and therefore the actions to address the issues identified in the survey should be reported and monitored

## **4.0 THE REPORT**

### **Background**

- 4.1 A confidential Employee Survey was undertaken in September 2003 as part of an Overview and Scrutiny review into Recruitment and Retention within the Council. The results have been used to inform a number of corporate and Departmental initiatives as well as being recognised by the Audit Commission as a key improvement initiative.
- 4.2 One of the recommendations from the review was that a confidential Employee Survey should be undertaken every two years. This was accepted by Cabinet and included in the Corporate Improvement Action Plan 2006/2007 for completion by 31 March 2007.
- 4.3 A survey of all Harrogate Borough Council staff was therefore undertaken in September 2006 It was carried out by an external consultant NHS Partners (formerly PWR), and provided the opportunity for all employees to give their

views in strictest confidence about working for the Council.

4.4 The overall results were reported to CMT on 30 November 2006 and to Cabinet on 13 December 2006. The process and timetable for progressing the results were considered (see **APPENDIX A**) and it was agreed that Unions, Departments, Corporate Groups and the Member Improvement Group would respond to the results of the survey to enable the Scrutiny Officer to report to CMT and to the Organisation and Improvement Overview and Scrutiny Commission at its meeting on 5 March 2007.

4.5 The following is the list of the groups identified to respond to the results:

- All Departments
- Unions
  - Unison
  - GMB Managerial and Professional
  - GMB Manual Workers
- Corporate Groups
  - Learning and Development Group
  - Human Resources Group
  - Health and Safety Group
  - Customer care Group
  - Young Employees Group
- Member Improvement Group

4.6 It was agreed that the responses would be in the form of actions the groups were/would be taking to address the issues raised and what actions they would like to see progressed corporately.

4.7 Responses were requested by 9 February 2007 and these are summarised in **APPENDIX B**. No responses were received from the GMB manual Workers Union or the Human Resources Group

4.8 The results were considered by the different groups and the key issues for employees identified. As far as possible actions were also detailed that these groups were/would be undertaking to address the issues raised. These varied according to the different areas of responsibility and are detailed in **APPENDIX B** for consideration.

4.9 Having identified the relevant issues and the actions to address them from the results that these should be incorporated into Business/Action plans where appropriate if they have not been done so already. Where existing Business/Action Plans are in place reference to the appropriate issues arising from the Employee Survey could be included

4.10 A number of Corporate issues were also identified and included undertaking additional work regarding the lower response rate to the survey, improving communication, management training, managing change, car parking and the provision of canteen and rest facilities.

4.11 CMT considered the response from Unions, Departments, Corporate Groups and the Member Improvement Group to the Employee Survey at its meeting on 22 February 2007. It agreed that the Department of Corporate Policy and Improvement would co-ordinate Corporate issues/actions arising from the Employee Survey and to enable this to be undertaken it was also agreed that a further report should be prepared to provide analysis of the issues arising from the responses received together with the results of the survey itself. This will ensure that all issues identified from the survey are addressed. This report would also include proposals to monitor actions identified corporately and by the Unions, Departments, Corporate Groups and the Member Improvement Group.

## **5.0 CONCLUSION/S**

5.1 The overall results for the Employee Survey 2006 were reported to CMT on 30 November 2006 and to Cabinet on 13 December 2006. It was agreed that Unions, Departments, Corporate Groups and the Member Improvement Group would respond to the results and that these responses would be reported to CMT and to the Organisation Improvement and Environment Overview and Scrutiny Commission. This report therefore summarises the responses received for consideration

5.2 Unions, Departments, Corporate Groups and the Member Improvement Group have considered the results, identifying issues for their areas of responsibilities and actions to address them. These could be incorporated into appropriate Business/Action Plans

5.3 CMT considered the response from Unions, Departments, Corporate Groups and the Member Improvement Group to the Employee Survey at its meeting on 22 February 2007. It agreed that the Department of Corporate Policy and Improvement would co-ordinate Corporate issues/actions arising from the Employee Survey and to enable this to be undertaken it was also agreed that a further report should be prepared to provide analysis of the issues arising from the responses received together with the results of the survey itself. This will ensure that all issues identified from the survey are addressed.

## **Background Papers - None**

<p><b>OFFICER CONTACT:</b> Please contact Mark Codman if you require any further information on the contents of this report. The officer can be contacted at Crescent Gardens by telephone on (01423) 556153 or by Email – mark.codman@harrogate.gov.uk</p>
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## SUSTAINABILITY ASSESSMENT / POLICY CONSIDERATIONS

		Implications are		
		Positive	Neutral	Negative
A	Economy		✓	
B	Environment		✓	
C	Social Equity		✓	
i)	General			
ii)	Customer Care / People with Disabilities			
iii)	Health Implications			
D	Crime and Disorder Implications		✓	

If all comments lie within the shaded areas, the proposal is sustainable.