Employee Survey 2015

Corporate Report

September 2015

Cardiff Research Centre

**Cardiff Research Centre is part of the City of Cardiff Council's Policy, Partnerships & Community Engagement service.
We strive to deliver research, information and consultation services for the City of Cardiff Council and its partner organisations.**

Services include:

- Collection, analysis and interpretation of primary survey data;
- Analysis and interpretation of a wide range of secondary demographic and socioeconomic data including the Census and all other sources from the wider data environment;
- Specialised studies on a wide range of topics including social, economic and demographic data sources and their uses;
- Quantitative and qualitative research and consultation projects;
- Supporting the Cardiff Debate Community Engagement exercise with other public service partners;
- Management of the Cardiff Citizens' Panel;
- Focus Group facilitation;
- Advice and support on all aspects of research including survey & questionnaire design, &
- GIS thematic & schematic mapping services.

**For further information please contact:
Cardiff Research Centre
Telephone: 029 2087 3217
Email: research@cardiff.gov.uk or consultation@cardiff.gov.uk
To find out more about what we do – visit www.askcardiff.com or www.cardiffdebate.com**

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t **#CardiffDebate**

Open   Fair   Together

Cardiff Debate
Sgwrs Caerdydd

CRC
CARDIFF RESEARCH CENTRE

CARDIFF
CAERDYDD

Contents Page

Employee Survey Results
2015

› Response Rate

2015 - **51.6%**

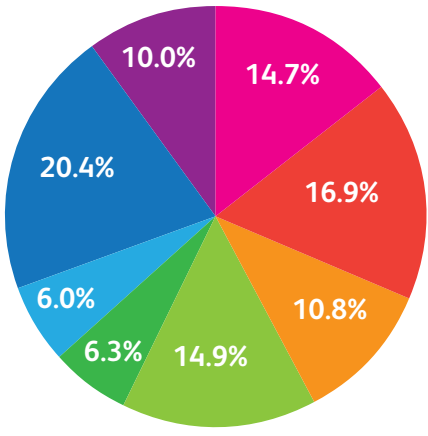**78%** ONLINE RESPONSE

22% Hard copy response

› Our Values

Open

Fair

Together

› Major Themes of Comments

- Communication & Engagement
- Decision Making & Delegations
- Finance and Income Generation
- Personal Performance and Development Reviews
- Procurement
- Service Improvement
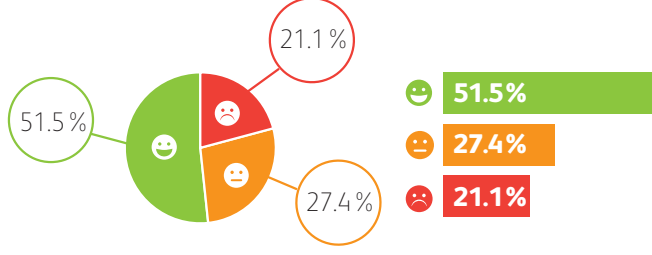- Working Together (One Council)
- Other

Pie chart values: 14.7%, 10.0%, 20.4%, 6.0%, 6.3%, 14.9%, 10.8%, 16.9%

› Our Priorities

Better education and skills for all

Supporting vulnerable people

Creating more jobs and better-paid jobs
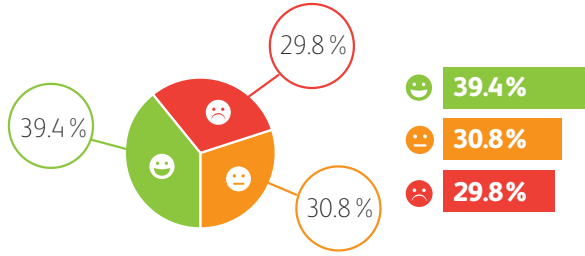
Working together to transform services
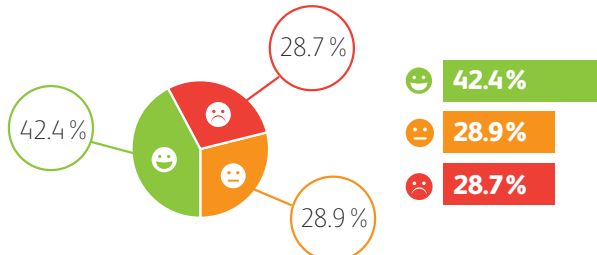
› Survey results

☹ 0-4   😐 5-7   🙂 8-10

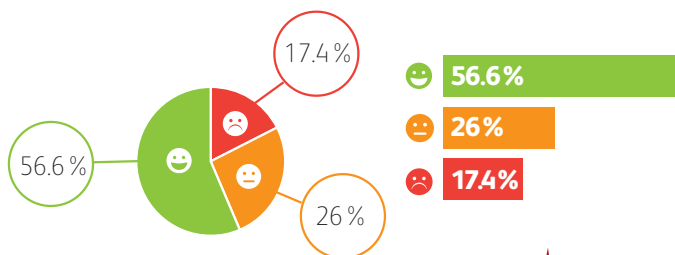**1. My line manager keeps me informed of what is happening in the Council.**

21.1%
51.5%
27.4%
🙂 **51.5%**
😐 **27.4%**
☹ **21.1%**

2. I have an opportunity to give my views/ideas to senior management.

29.8%
39.4%
30.8%
🙂 **39.4%**
😐 **30.8%**
☹ **29.8%**

3. I have access to learning and development opportunities that are relevant to my work.

28.7%
42.4%
28.9%
🙂 **42.4%**
😐 **28.9%**
☹ **28.7%**

4. I am clear about what is expected of me through my agreed Personal Performance Objectives.

17.4%
56.6%
26%
🙂 **56.6%**
😐 **26%**
☹ **17.4%**

5. On a scale of 0-10 how likely is it that you would recommend Cardiff Council as an employer to a friend

32.6%
34.6%
32.8%
🙂 **32.6%**
😐 **32.8%**
☹ **34.6%**
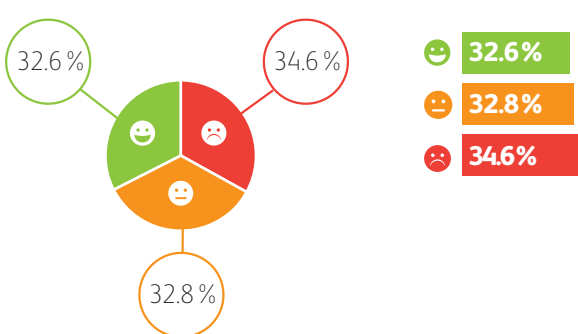
6. I feel that my health and wellbeing is important to the Council.
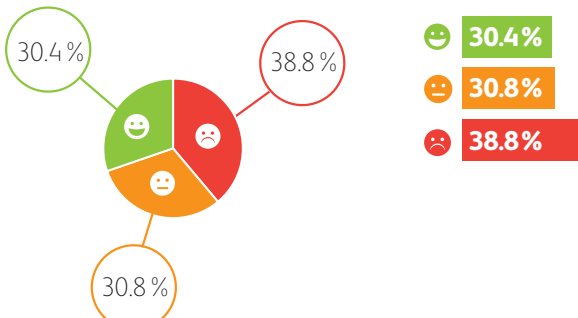
30.4%
38.8%
30.8%
🙂 **30.4%**
😐 **30.8%**
☹ **38.8%**

7. I am aware of the Employee Charter and how it relates to what is expected of me at work.
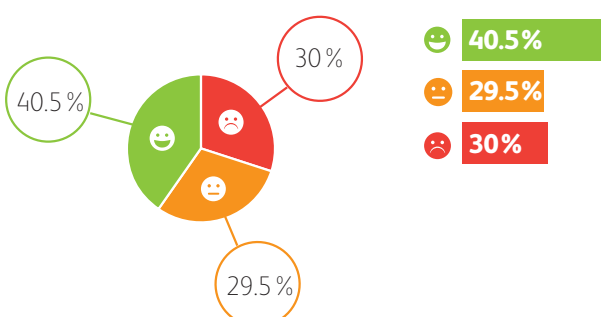
40.5%
30%
29.5%
🙂 **40.5%**
😐 **29.5%**
☹ **30%**

8. I think communication/ staff engagement has improved over the last twelve months.

30.9%
32%
37.1%
🙂 **30.9%**
😐 **37.1%**
☹ **32%**

9. I am aware of and understand the Council's four key priorities.

38.5%
31.6%
29.9%
🙂 **38.5%**
😐 **29.9%**
☹ **31.6%**

10. I am aware of and understand how our Council Values relate to my work.

39.9%
28.2%
31.9%
🙂 **39.9%**
😐 **31.9%**
☹ **28.2%**

make the **difference** | gwnewch **wahaniaeth**

CREV·GWIR·IN·THESE·STONES
FEL·GWYDR·HORIZONS
OF·WRNAIS·AWENS·ING

CARDIFF CAERDYDD
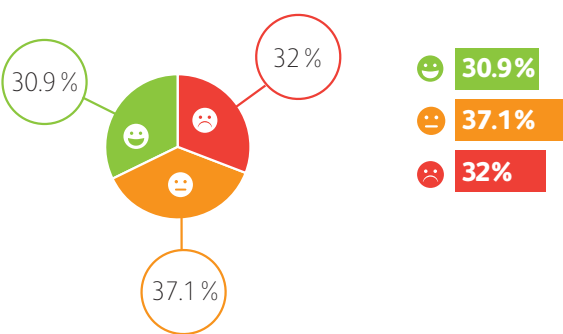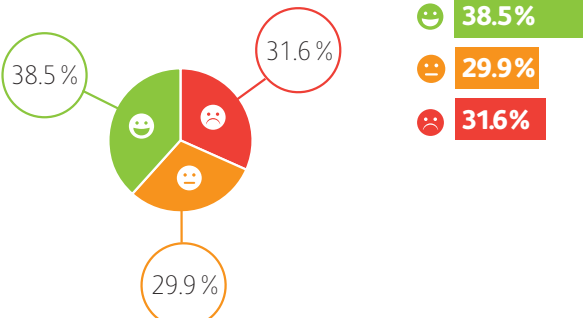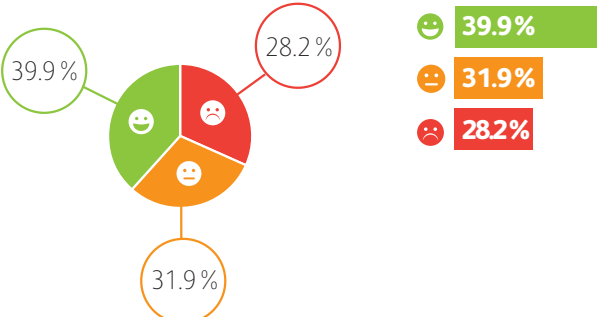
1.   Introduction and Methodology

A Programme for Organisational Change was agreed by the City of Cardiff Council's Cabinet in May 2014 in order to meet the challenges facing the Council and to progress the Cooperative Council agenda. To deliver this change, and following on from the 2013 'Employee Voice Survey', a three-year Organisational Development (OD) Programme was created.

The Engagement and Improvement stream within the OD Programme works towards:

- Increasing employee engagement and development
- Improving communications
- The need to make excellent performance planning and management the norm across the Council

To facilitate the above, a Programme of Engagement for 2015/16 has been developed which aims to further engage with the Council's workforce and to provide opportunities for the "employee voice" to be listened to.

Employee Roadshows were introduced in May 2014 and a network of Ambassadors was developed to support the events and the Organisational Development Programme going forward. Feedback from the 2013 Employee Survey was also used to inform the development of key pieces of work, including: Our Values, The Employee Charter and The Workforce Strategy. There is also an ongoing commitment from all Directors to focus more on improving face to face engagement with their staff teams.

As part of the Programme of Engagement, a revised Employee Survey was developed in order to understand how employees feel the Council is performing in key priority areas.

A fresh approach was introduced, in relation to barriers for completion of the survey, (e.g. employee perception of survey, anticipated length of time to complete survey, apathy and issues relating to confidentiality) which took on board feedback from Ambassadors and employees.

The Corporate Survey was targeted to non-school based staff only. A separate Schools survey is being developed.

The use of an Employee Survey is recognised as being part of an ongoing conversation between the Council, its leadership and employees.

HR People Services commissioned the Cardiff Research Centre to undertake a Council-wide Employee Survey in March 2015. The survey ran from Monday 18th May to Friday 3rd July 2015.

1.1   Questionnaire Design

The survey consisted of a small selection of pre-designed rating scale questions and one open-ended question relating to budget savings and service improvements.

In previous years, employee consultation had been undertaken using a five point rating scale. In 2013 this was changed to an eleven point scale (zero to ten) as this scale will be a more accurate and sensitive indicator of opinion and change over time. Where the same questions have been asked within the 2013 and 2015 surveys, comparison of the results has been undertaken.

1.2   Distribution and Collection

The survey went live on Monday 18th May 2015 and was supported by a comprehensive communication campaign. A range of internal communication channels were used to raise awareness of the survey and encourage employees to take part.

Employees were encouraged to complete the survey online via the intranet, 'Your Inbox' and the Core Brief. Additionally officers in HR People Services took Ipads loaded with the survey out to various Council sites to encourage participation including Lamby Way, Global Link and Wilcox House.

Hard copies of the questionnaire along with 'ballot boxes' to collect completed surveys were placed in reception areas of a number of Council buildings including the CTS Depot, Lamby Way, Millicent Street, City Hall, Bessemer Road, Global Link, Wilcox House, and County Hall. Completed surveys could also be returned to the Cardiff Research Centre via internal mail.

Additionally, eight Employee Engagement Corporate Road shows were held throughout June 2015, at which officers were on hand to explain and promote the survey and answer any questions raised by employees. These took place on the following dates:

- Western Leisure Centre - Thursday 4th June
- City Hall - Monday 8th June
- County Hall - Friday 12th June and Tuesday 30th June
- Wilcox House – Wednesday 17th June
- Lamby way (x2 sessions held) – Wednesday 24th June
- Coleridge Road – Thursday 25th June

1.3   Data Input and Analysis

All survey returns were input using SNAP software. This method enables electronic data capture and provides an electronic copy of all returns. The recorded information was then further checked manually to ensure validity of the response.

1.4   Response rate

This survey was made available to the 6,315 non-school based staff, with a total of **3,257** completed questionnaires received. This represented a response rate of **51.6%.** An additional 1,211 people responded compared to the 2013 survey (2,046 total responses).

1.5   Scale Classification

Throughout the questionnaire, respondents were asked to rate their level of agreement with a series of statements on a scale of zero to ten (Disagree 0 - Agree 10). For the purpose of analysis and reporting, these ratings have been adapted to produce a mean score. This provides an indication of the overall level of agreement to each statement.

The scoring classification that is used throughout this report is show below:

Mean Score	Colour	Description
10.00 - 8.75		This is an excellent score – opportunity for continuous improvement, and to share best practice
7.50 - 8.74		This is a very good score – opportunity for further continuous improvement
6.25 - 7.49		This is a good score – but a clear plan for improvement is needed
5.00 - 6.24		This is a fair score – there is considerable room for improvement
2.50 - 4.99		This is a poor score – a high degree of dissatisfaction/ disengagement/ discontent exists
0.00 - 2.49		This is a very poor score – urgent attention is needed

The traffic light system and the descriptions used are adapted from the classification used in the 2013 Employee Survey.

2.   Corporate Findings

2.1   Summary of Results

Employees were most likely to agree with the statement **"I am clear about what is expected of me through my agreed Personal Performance Objectives"** which they awarded a mean score of **7.12** - This is classified as a **'good score – but a clear plan for improvement is needed '.**

Receiving the lowest mean score was the question '**I feel that my health & wellbeing is important to the Council'** which received an average of **5.26**.

Statement	Mean Score	
My line manager keeps me informed of what is happening in the Council	6.79	This is a good score – but a clear plan for improvement is needed
I have an opportunity to give my views/ ideas to senior management.	6.00	This is a fair score – there is considerable room for improvement
I have access to learning and development opportunities that are relevant to my work.	6.15	This is a fair score – there is considerable room for improvement
I am clear about what is expected of me through my agreed Personal Performance Objectives.	7.12	This is a good score – but a clear plan for improvement is needed
On a scale of 0-10 how likely is that you would recommend Cardiff Council as an employer to a friend	5.55	This is a fair score – there is considerable room for improvement
I feel that my health & wellbeing is important to the Council.	5.26	This is a fair score – there is considerable room for improvement
I am aware of the Employee Charter and how it relates to what is expected of me at work	5.99	This is a fair score – there is considerable room for improvement
I think communication/ staff engagement has improved over the last twelve months.	5.55	This is a fair score – there is considerable room for improvement
I am aware of and understand the Council's four key priorities.	5.84	This is a fair score – there is considerable room for improvement
I am aware of and understand how our Council Values relate to my work.	6.05	This is a fair score – there is considerable room for improvement

2.2   Trend Analysis of Mean score of Employee statements

There were four comparable questions in the 2013 and 2015 Surveys:

- **My line manager keeps me informed of what is happening in the Council** rose from the mean 6.64 recorded in 2013 to 6.79 in 2015.
- **I have an opportunity to give my views/ ideas to senior management** decreased slightly from a mean score of 6.08 in 2013 to 6.00 in 2015.
- **I am clear about what is expected of me through my agreed Personal Performance Objectives** witnessed a slight reduction from a mean score of 7.36 witnessed in 2013, to 7.12 in 2015**.**
- **On a scale of 0-10 how likely is it that you would recommend Cardiff Council as an employer to a friend** increased its mean score from 5.19 in 2013 to 5.55 in 2015.

	Mean Score		
	2015	**2013**	**Difference between 2013 and 2015**
My line manager keeps me informed of what is happening in the Council.	**6.79**	**6.64**	**+0.15**
I have an opportunity to give my views/ ideas to senior management.	**6.00**	**6.08**	**-0.08**
I have access to learning and development opportunities that are relevant to my work.	**6.15**	N/A	N/A
I am clear about what is expected of me through my agreed Personal Performance Objectives.	**7.12**	**7.36**	**-0.24**
On a scale of 0-10 how likely is that you would recommend Cardiff Council as an employer to a friend.	**5.55**	**5.19**	**+0.36**
I feel that my health & wellbeing is important to the Council.	**5.26**	N/A	N/A
I am aware of the Employee Charter and how it relates to what is expected of me at work.	**5.99**	N/A	N/A
I think communication/ staff engagement has improved over the last twelve months.	**5.55**	N/A	N/A
I am aware of and understand the Council's four key priorities.	**5.84**	N/A	N/A
I am aware of and understand how our Council Values relate to my work.	**6.05**	N/A	N/A

2.3   Question Responses

Q1. Which Directorate or Service Area do you work for?

Almost two-fifths of respondents from each Directorate took part in the survey. Response rates by Directorate ranged from 38.5% to 72.0%, the highest response rates were received from Governance and Legal services (72.0%), and Communities, Housing & Customer Services (66.3%).

A total of 5.0% of respondents were unsure which Directorate they worked for.

|	No of respondents by directorate	Overall % of respondents by directorate	Headcount per directorate	% Completion rate per directorate
City Operations - Environment	192	5.9	465	41.3
City Operations - Sports, Leisure & Culture	219	6.7	569	38.5
City Operations - Strategic Planning, Highways & Transportation	207	6.4	377	54.9
Communities, Housing and Customer Services	727	22.3	1,097	66.3
Economic Development	168	5.2	264	63.6
Education & Lifelong Learning (Centrally Based Staff)	430	13.2	1,069	40.2
Governance and Legal Services	67	2.1	93	72.0
Not Sure	163	5.0	-	-
Resources	505	15.5	1,228	41.1
Social Services - Children's Services	251	7.7	420	59.8
Social Services - Health & Social Care	328	10.1	733	44.7
Total	3,257	100.0	6,315*	-

*Please note that the overall employee rate of 6,315 was quoted upon the time of inception to the survey and was used as a benchmark figure throughout the lifespan of this survey.

Q2. My line manager keeps me informed of what is happening in the Council

A total of 3,244 responses were received to this question equalling to a response rate of 99.6% of all of those that participated.

- Just over a fifth of respondents (21.1%) attributed a score of four or less to this statement.

- 24.6% of respondents awarded the highest score of ten to this statement.

- Overall respondents attributed a mean score of **6.79** to this statement. **This is a good score – but a clear plan for improvement is needed.**
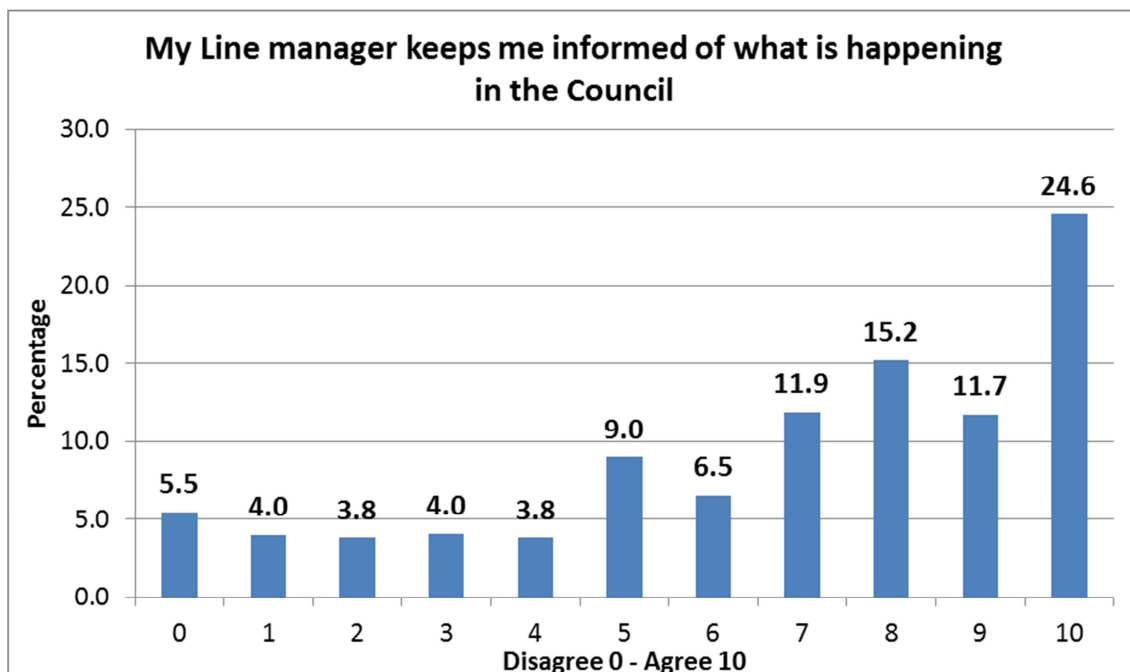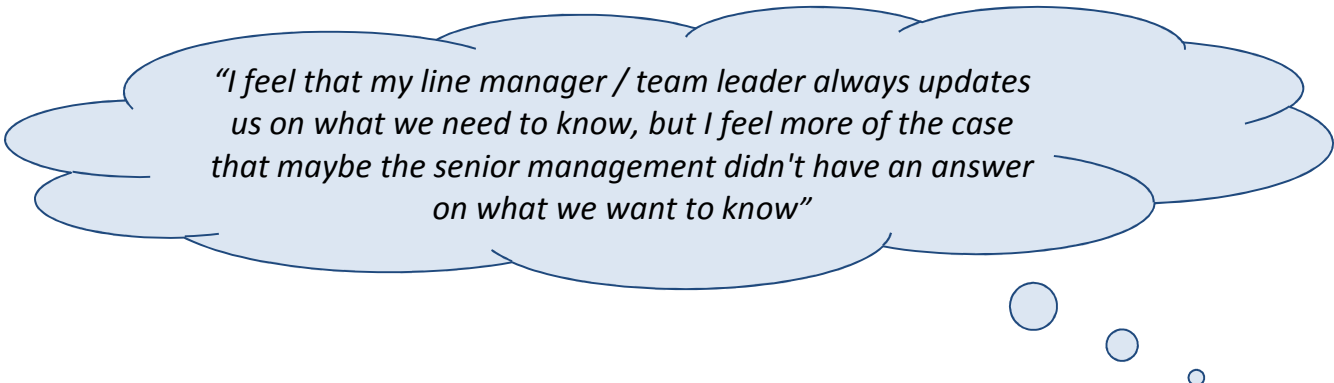

Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart.

- When the results are reviewed over time, over half of respondents (51.5%) attributed a score of eight or more to this statement in both 2013 and 2015.

- Between 2013 and 2015 the scoring in the range of 5 – 7 rose by 2.4% points, whilst the proportion of respondents who attributed a score of four or less fell by 3.0% points.
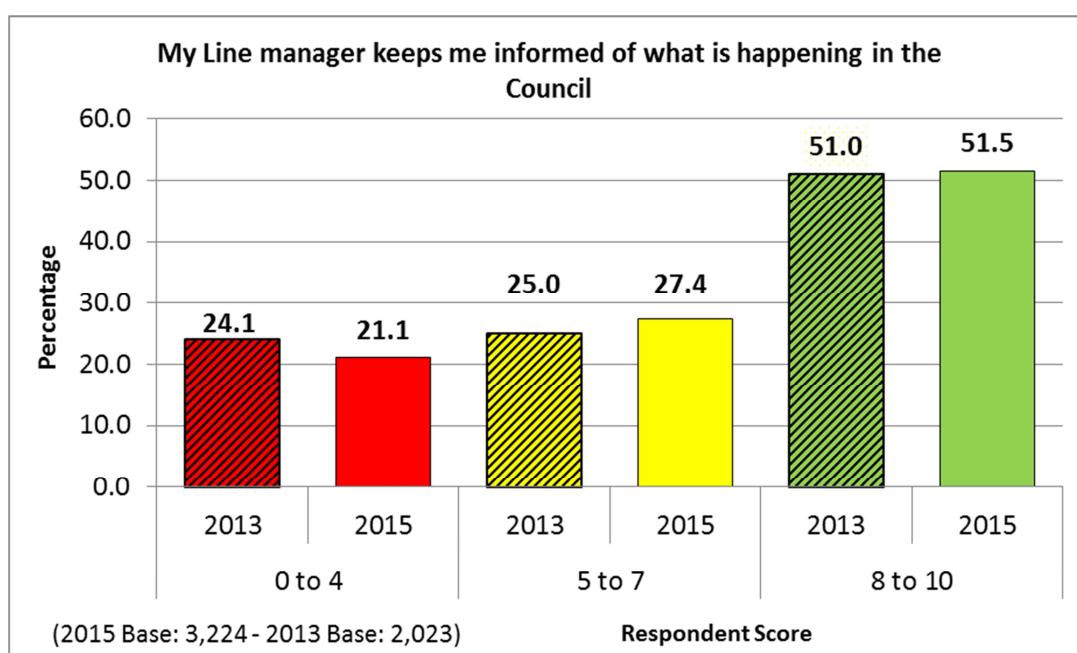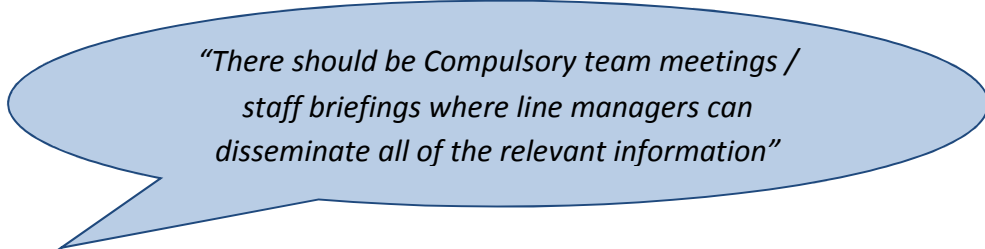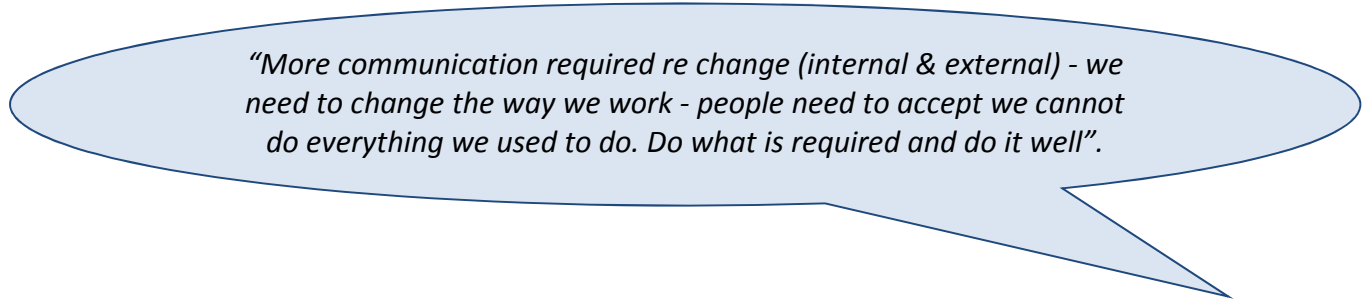

*2015 Mean score **6.79** - 2013 Mean score **6.64**

Sample comments received by respondents in relation to this theme included:
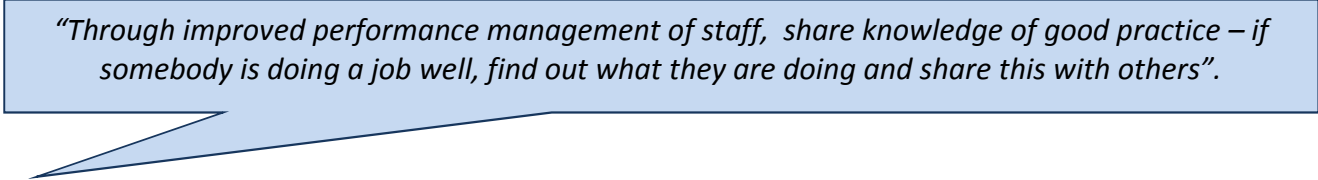
> *"I feel that my line manager / team leader always updates us on what we need to know, but I feel more of the case that maybe the senior management didn't have an answer on what we want to know"*

> *"There should be Compulsory team meetings / staff briefings where line managers can disseminate all of the relevant information"*

> *"More communication required re change (internal & external) - we need to change the way we work - people need to accept we cannot do everything we used to do. Do what is required and do it well"*.

> *"Through improved performance management of staff, share knowledge of good practice – if somebody is doing a job well, find out what they are doing and share this with others"*.

Q3. I have an opportunity to give my views/ ideas to senior management.

A total of 3,237 responses were received to this question equalling to a response rate of 99.4% of the total who participated in the survey.

- Almost a fifth (17.8%) of respondents awarded the highest level of agreement (i.e. a score of 10) to this statement.

- Over a quarter (29.8%) of respondents attributed a score of four or less.

- Overall respondents attributed a mean score of **6.0** to this statement. **This is fair score – there is considerable room for improvement.**
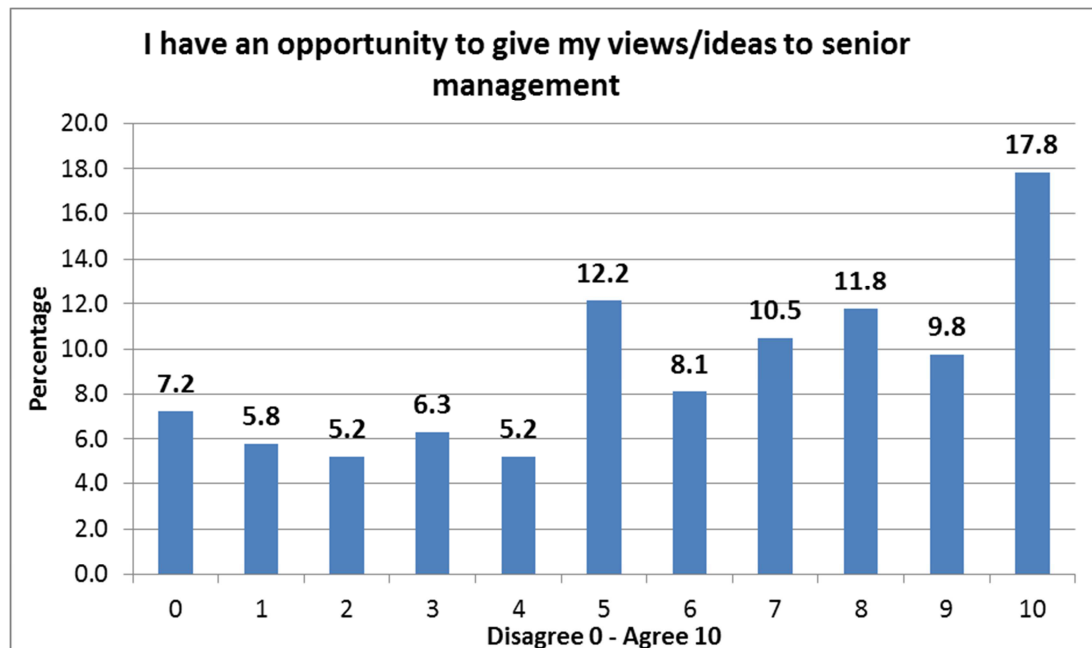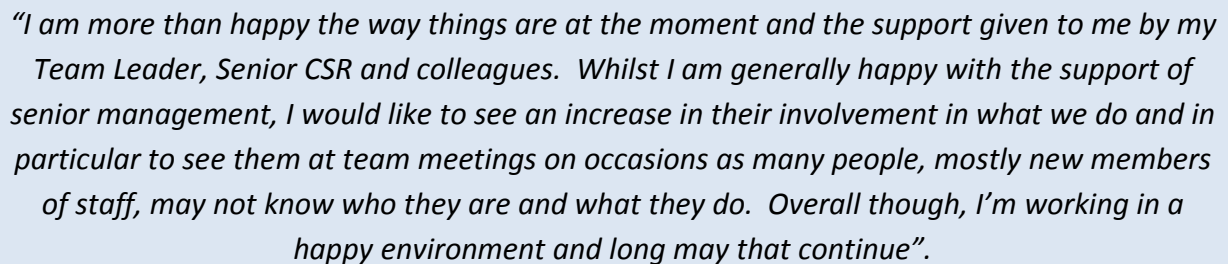

Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart

- When responses were considered in comparison to 2013, almost two-fifths of respondents (39.4%) attributed a score of eight or more to this statement. This was a fall of 4.1% points from 2013 – 2015.

- Scores given in the range of 5 – 7 rose by 3.4% points between 2013 and 2015 regarding this statement.

- Just under three-tenths of respondents attributed a score of four or less in both 2013 and 2015.
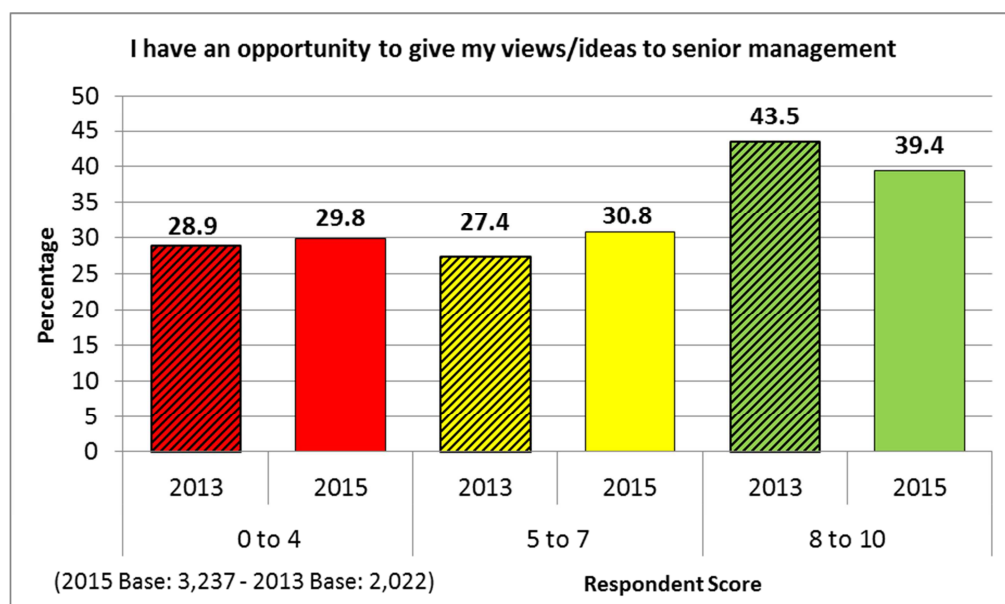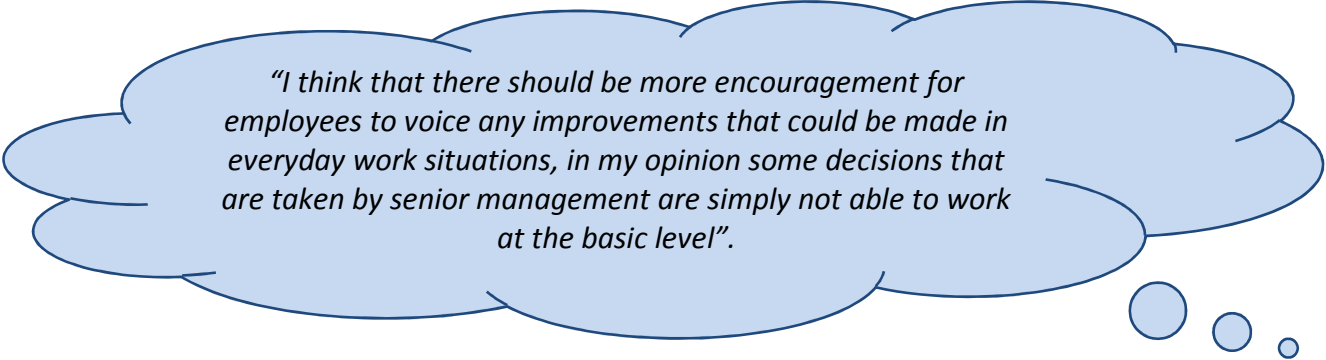

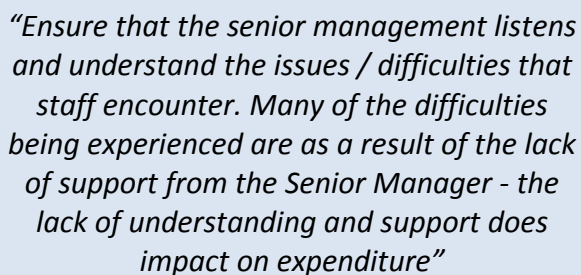*2015 Mean score **6.0** - 2013 Mean score **6.08**

Sample comments received in relation to this theme included:-

"I am more than happy the way things are at the moment and the support given to me by my Team Leader, Senior CSR and colleagues. Whilst I am generally happy with the support of senior management, I would like to see an increase in their involvement in what we do and in particular to see them at team meetings on occasions as many people, mostly new members of staff, may not know who they are and what they do. Overall though, I'm working in a happy environment and long may that continue".

"I think that there should be more encouragement for employees to voice any improvements that could be made in everyday work situations, in my opinion some decisions that are taken by senior management are simply not able to work at the basic level".

"Ensure that the senior management listens and understand the issues / difficulties that staff encounter. Many of the difficulties being experienced are as a result of the lack of support from the Senior Manager - the lack of understanding and support does impact on expenditure"

"Having the opportunity to speak directly to very senior members of staff is important for both parties. This has been implemented in my service area and it is both refreshing and inclusive. The lowliest member of staff might just have the best and most creative ideas. We need to see more of this"

Q4. I have access to learning and development opportunities that are relevant to my work.

A total of 3,225 responses were received to this question equalling to a response rate of 99%.

- Over two-fifths (42.4%) of the respondents attributed a score of eight or more to this statement.

- Just over a quarter (28.7%) of employees awarded a score of four or less.

- Overall respondents attributed a mean score of **6.15** to this statement. **This is a fair score but there is considerable room for improvement.**
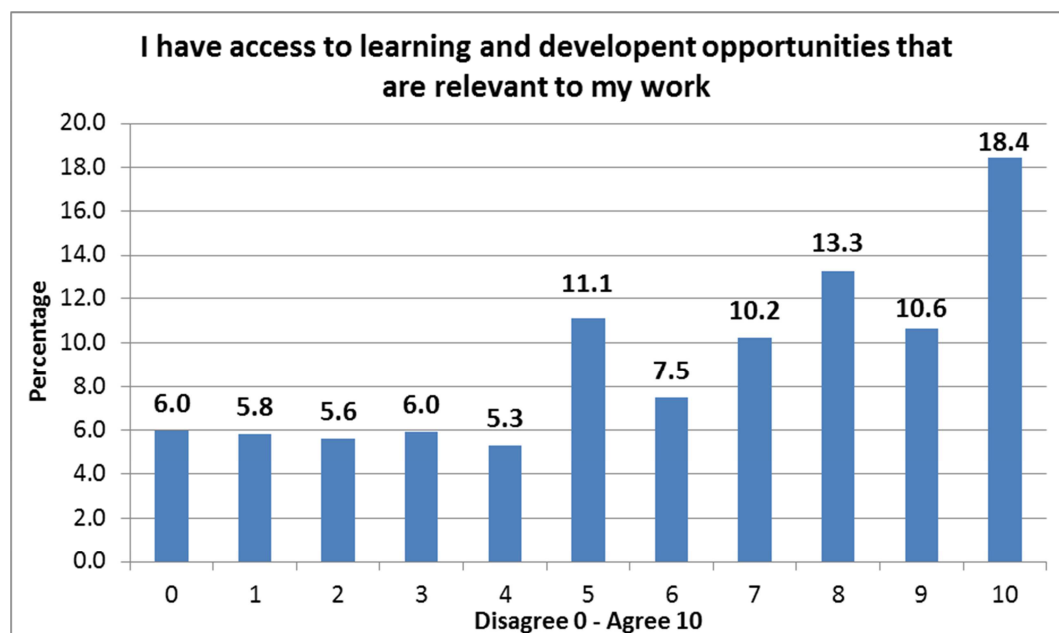
Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart
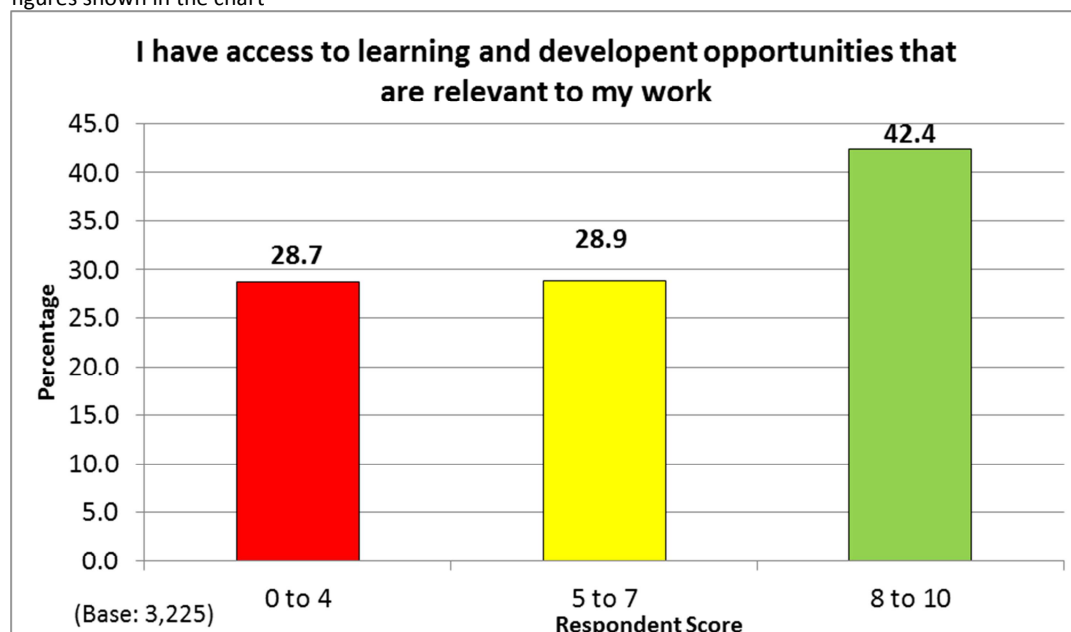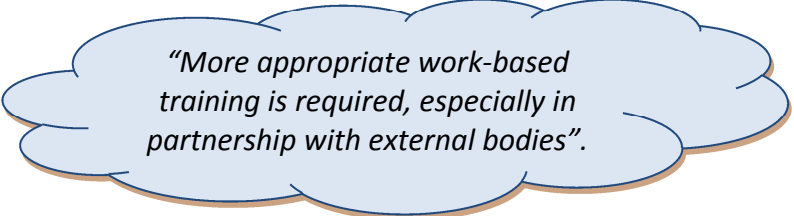
Sample Comments in relation to this theme included:

"There are opportunities for training however all training that I have wished to attend; I have not been able to because of workload issues".
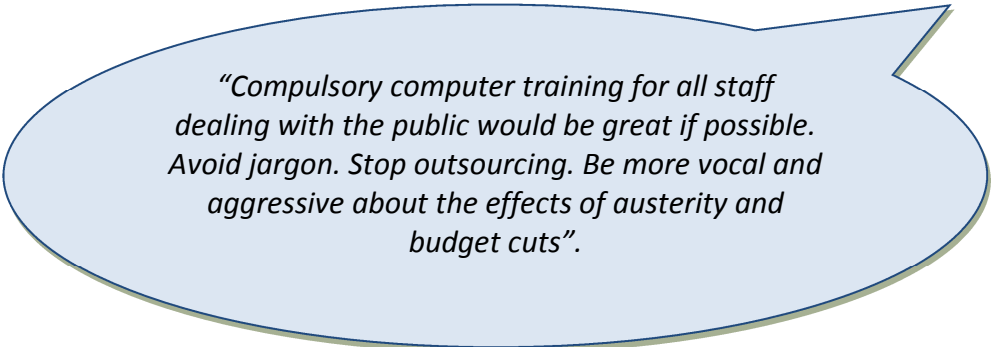
"When looking to improve service areas instead of splitting the service across several managers allocate work against peoples strengths, this would give greater job satisfaction, target a better learning and development programme. The Council would be providing clear and visible leadership and demonstrate commitment to good performance"

"More appropriate work-based training is required, especially in partnership with external bodies".

"Significant investment needs to be made in staff through Learning & Development provision to ensure that we have the right people with the right skills in order to provide the right services for our citizens".

"Compulsory computer training for all staff dealing with the public would be great if possible. Avoid jargon. Stop outsourcing. Be more vocal and aggressive about the effects of austerity and budget cuts".

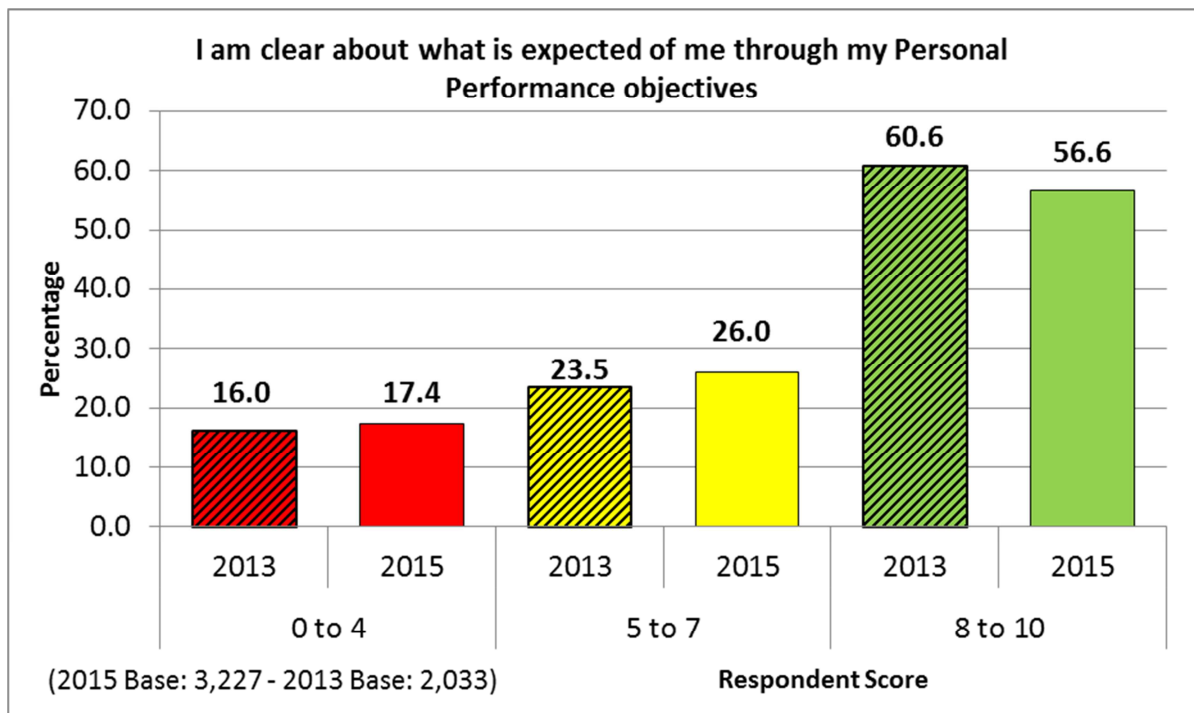## Q5. I am clear about what is expected of me through my agreed Personal Performance Objectives.

A total of 3,227 responses were received to this question equalling to a response rate of 99.1%.

- Over a quarter (26.1%) of respondents awarded the highest level of agreement (i.e. a score of 10) to this statement.

- 17.4% of respondents awarded a score of four or less.

- Respondents attributed a mean score of **7.12** to this statement. **This is a good score – but a clear plan for improvement is needed.**
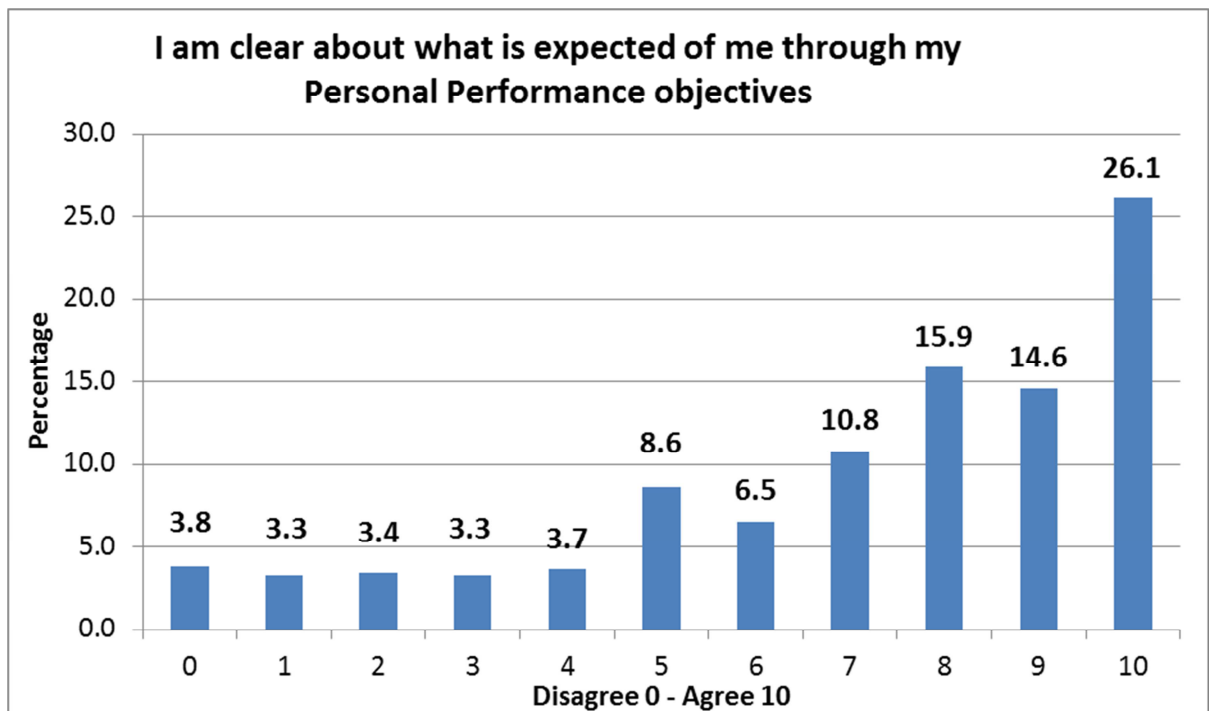
Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart

- When compared over time, almost three-fifths of respondents (56.6%) attributed a score of eight or more to this statement. This fell by 4.0% points from 2013 – 2015.

- Between 2013 and 2015 there was a 1.4% points increase of respondents who attributed a score of four or less.

- The score range of 5 – 7 rose by 2.5% points between 2013 and 2015 regarding this statement.

I am clear about what is expected of me through my Personal Performance objectives

	0 to 4		5 to 7		8 to 10	
	2013	2015	2013	2015	2013	2015
Percentage	16.0	17.4	23.5	26.0	60.6	56.6

(2015 Base: 3,227 - 2013 Base: 2,033)   Respondent Score

*2015 Mean score **7.12** - 2013 Mean score **7.36**

Sample comments in relation to this theme included:-

"PPDR/Supervision - 6 weekly supervisions are far too often - if I need to speak to my manager I do. Quarterly supervisions would be more effective with an increase in team meetings".

"The PP&DR's should be increment driven whereby if you do not achieve a satisfactory grade you do not go up an increment saving the Council money and providing a reason to actually actively embrace the process".

"My service area has been cut from 6 to 3 staff in the last 8 months with an ever increasing work load. Extra staff would ease the pressure an enormous amount. I also think the amount of time taken to complete PPDRs', Bob's business and surveys etc. could be better spent being left alone to do my actual job"

Q6. On a scale of 0-10 how likely is it that you would recommend Cardiff Council as an employer to a friend?

A total of 3,218 responses were received to this question equalling to a response rate of 98.8%.
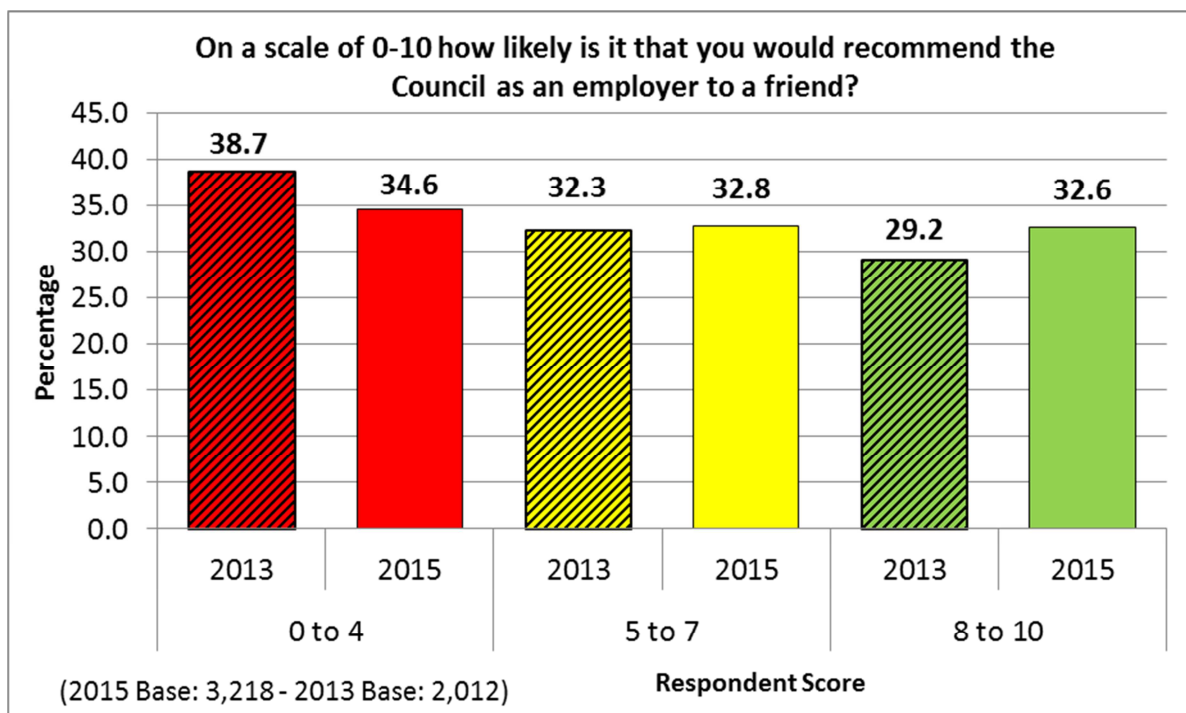
- Just under a third (32.6%) of respondents attributed a score of eight or more to this statement.

- Slightly more employees (34.6%) awarded a score of four or less to this statement.

- Respondents attributed a mean score of **5.55** to this statement. **This is a fair score – there is considerable room for improvement.**
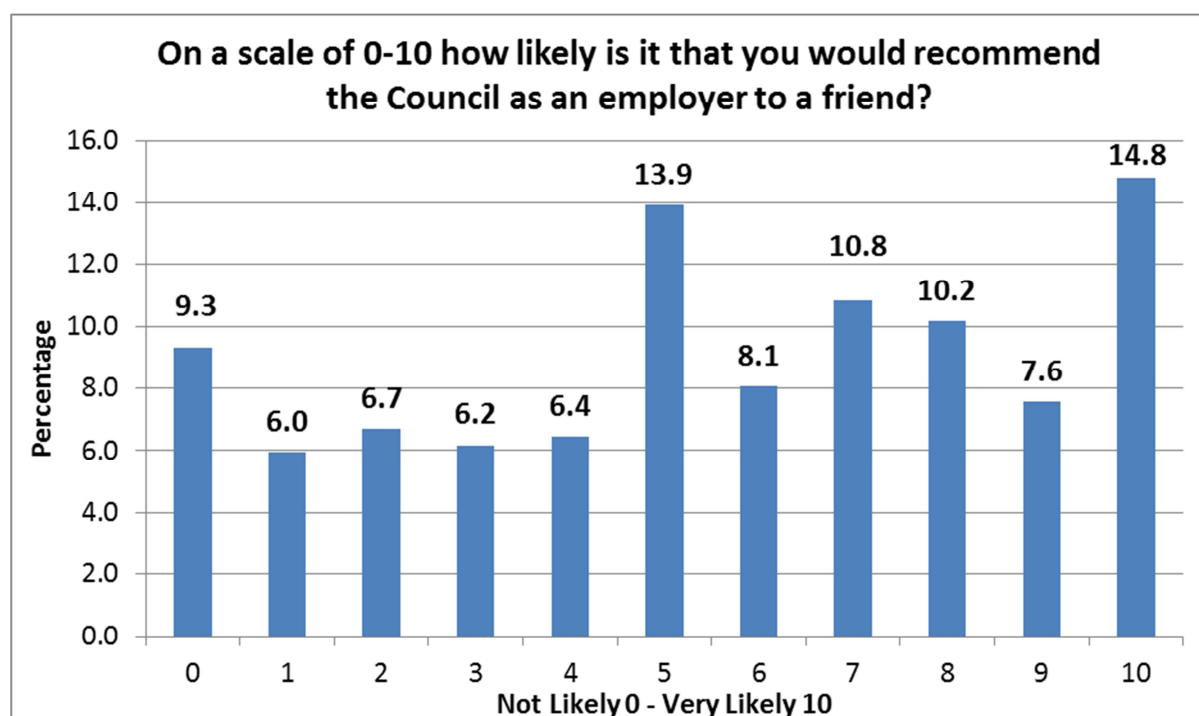
Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the char

- When results over time were compared, between 2013 and 2015 there was a 3.4% points increase of respondents who attributed a score of eight or more.

- The proportion of those scoring between 5 – 7 rose by 0.5% points between 2013 and 2015 regarding this statement.

- Over a third (34.6%) of respondents attributed a score of four or less more to this statement. This was a fall of 4.1% points from 2013 – 2015.

On a scale of 0-10 how likely is it that you would recommend the Council as an employer to a friend?

(2015 Base: 3,218 - 2013 Base: 2,012)

*2015 Mean score **5.55** - 2013 Mean score **5.19**

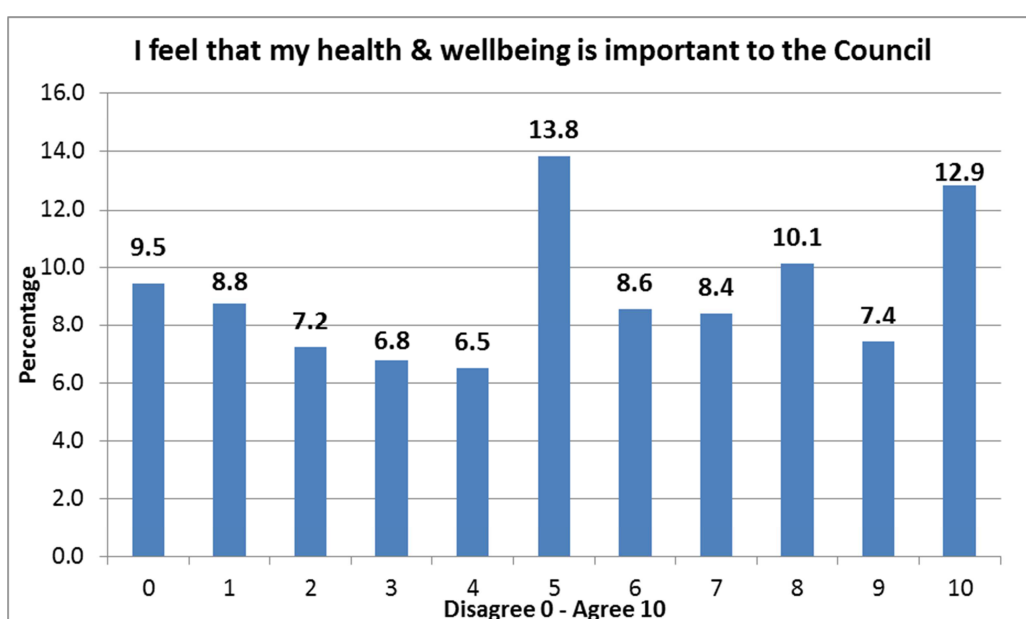**Sample comments relating to this theme included:-**

"I would say that individual staff teams are supportive but would not recommend they work for Cardiff in a more general sense due to the procedures and processes which can feel more of a barrier than an aid. In terms of saving money, I would suggest less reliance upon agency based staff with increased spending on recruitment and retention of permanent staff (financial incentives) which would hopefully allow for a more stable case load in terms of numbers".

"I have worked for the Council for 10+ years and would in the past have recommended the Council as a good place to work although more recently due to cuts etc, I would not necessarily recommend"

Q7. I feel that my health & wellbeing is important to the Council.

A total of 3,214 responses were received to this question equalling to a response rate of 98.7%.
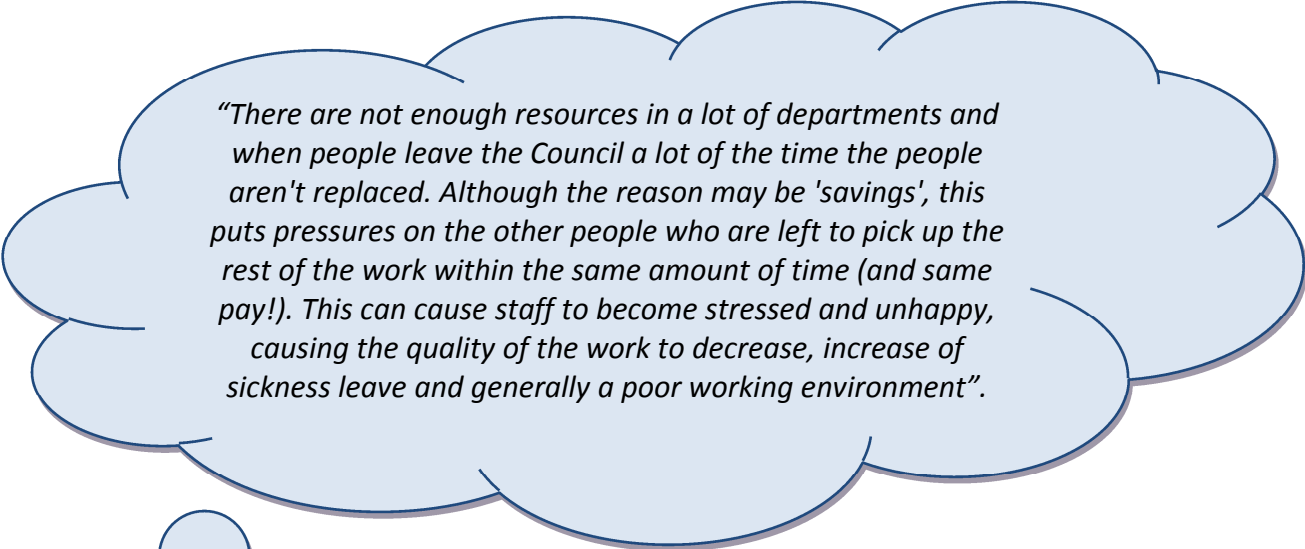
- 30.4% of employees awarded a score of eight or more to this statement.

- 38.8% of respondents awarded a score of four or less to this statement.

- More than one in ten employees (12.9%) awarded a score of ten.

- Overall respondents attributed a mean score of **5.26** to this statement**. This is a fair score but there is considerable room for improvement.**
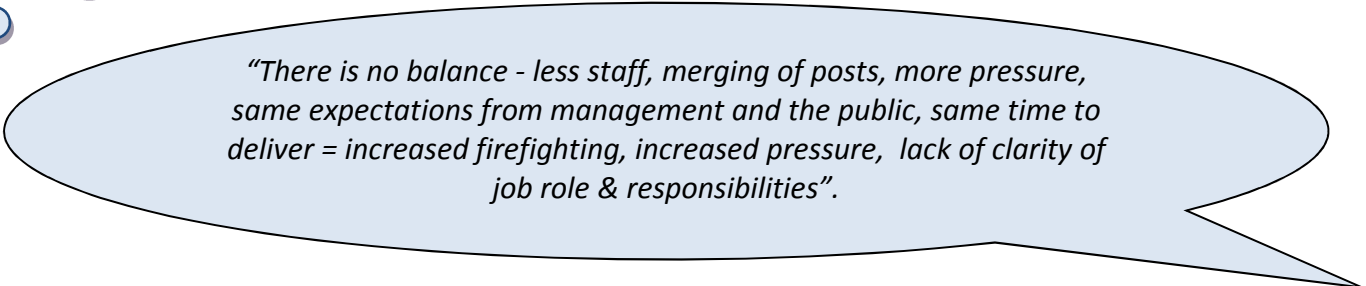

Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart
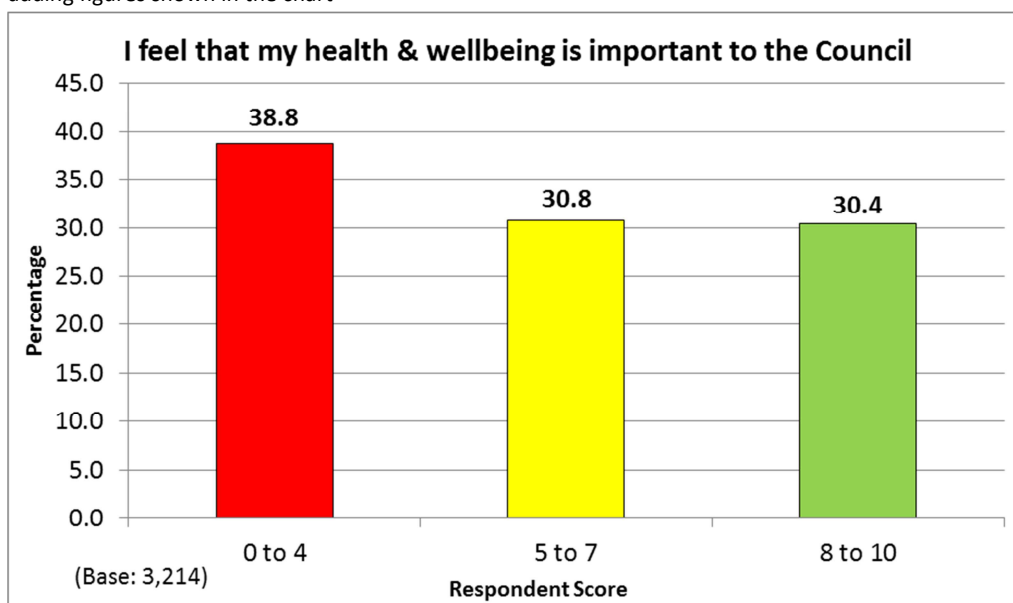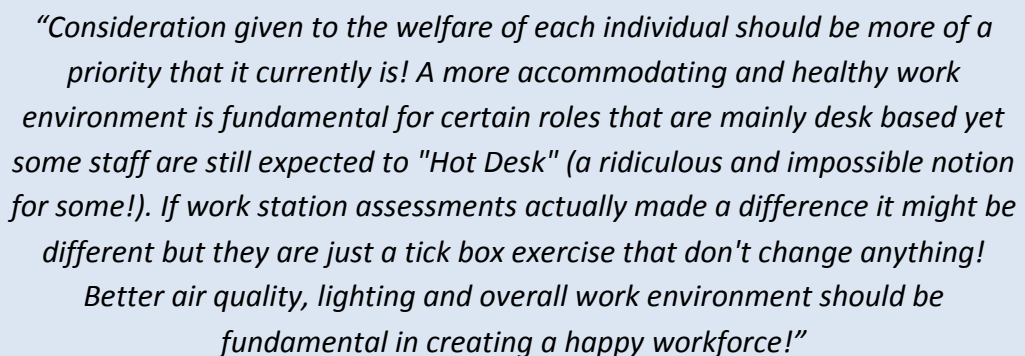
Sample comments in relation to this theme included:

"There are not enough resources in a lot of departments and when people leave the Council a lot of the time the people aren't replaced. Although the reason may be 'savings', this puts pressures on the other people who are left to pick up the rest of the work within the same amount of time (and same pay!). This can cause staff to become stressed and unhappy, causing the quality of the work to decrease, increase of sickness leave and generally a poor working environment".

"There is no balance - less staff, merging of posts, more pressure, same expectations from management and the public, same time to deliver = increased firefighting, increased pressure, lack of clarity of job role & responsibilities".

"Consideration given to the welfare of each individual should be more of a priority that it currently is! A more accommodating and healthy work environment is fundamental for certain roles that are mainly desk based yet some staff are still expected to "Hot Desk" (a ridiculous and impossible notion for some!). If work station assessments actually made a difference it might be different but they are just a tick box exercise that don't change anything! Better air quality, lighting and overall work environment should be fundamental in creating a happy workforce!"
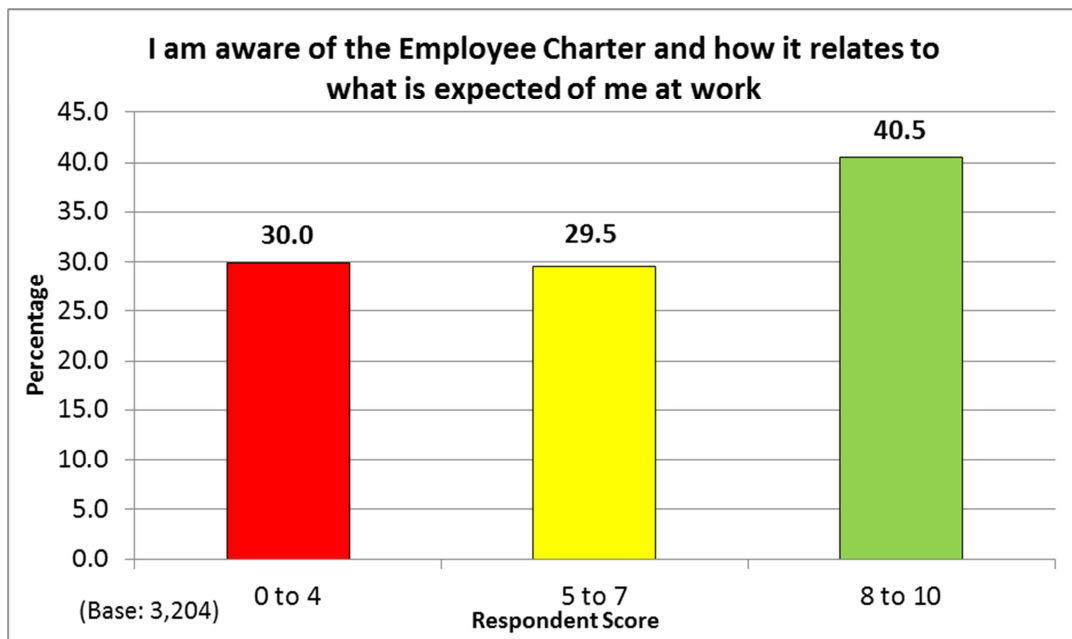
Q8. I am aware of the Employee Charter and how it relates to what is expected of me at work

A total of 3,204 responses were received to this question equalling to a response rate of 98.4%.

- Two fifths (40.5%) of employees awarded a score of eight or more to this statement.

- 30.0% of respondents attributed a score of four or less to this statement.

- Respondents attributed a mean score of **5.99** to this statement. **This is a fair score – there is considerable room for improvement.**
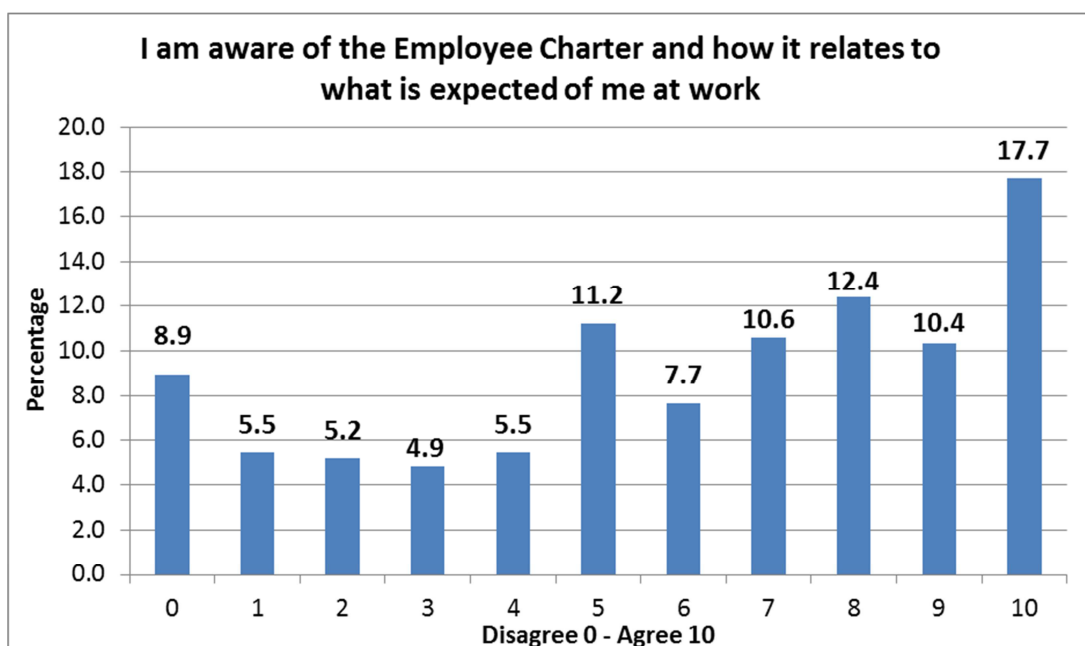
Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart

I am aware of the Employee Charter and how it relates to what is expected of me at work

Percentage

- 45.0
- 40.0
- 35.0
- 30.0
- 25.0
- 20.0
- 15.0
- 10.0
- 5.0
- 0.0

30.0 — 0 to 4

29.5 — 5 to 7

40.5 — 8 to 10

(Base: 3,204)

Respondent Score

Sample comments in relation to this theme included:

"It's not all doom and gloom, I feel that since the CEX has taken over there has been a positive change and people are starting to feel more empowered, the Employee Charter will help with this as well as the new Values that have been agreed. If we stay on course the Council will once again be a great place to work where people are listened to and options taken on board and progressed, something I am looking forward to being part of".

"Make the Employee Charter real - get Directors and Senior Managers to live & breathe it. Get SMT to lead by example with values and behaviours".

"Perhaps you could include links to the Employee Charter, four priorities and Values should people be unaware of what they are".

"The management process is very corporate and certain processes are followed just to tick boxes, this goes from the top down. There is a lack of understanding and empathy behind the corporate façade. At the end of the day, people are aware that changes are happening and everybody is just looking out for themselves"

Q9. I think communication/ staff engagement has improved over the last twelve months.

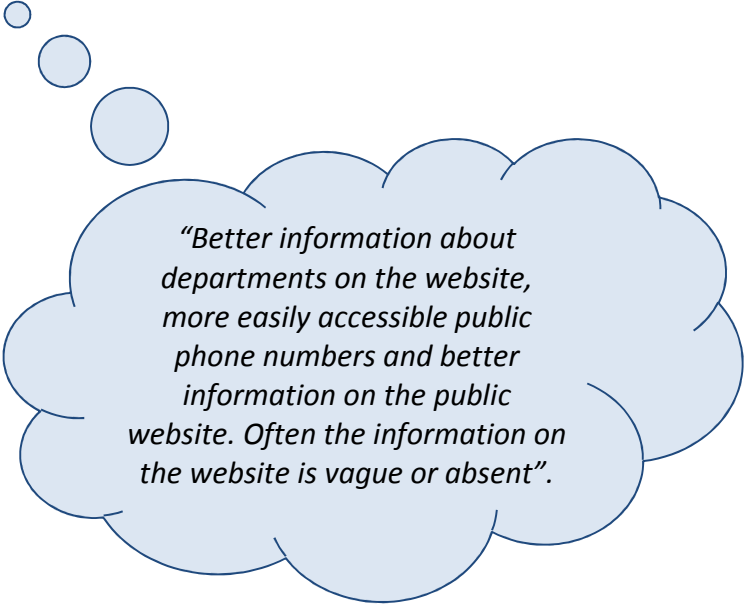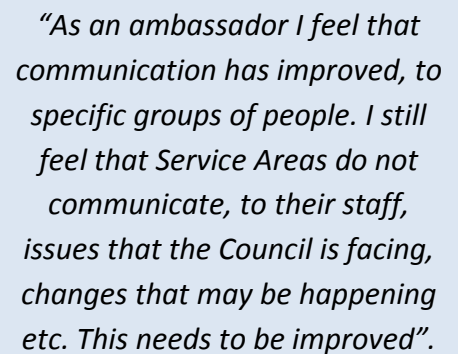*A total of 3,209 responses were received to this question equalling to a response rate of 98.5%.*

- Three-tenths (30.9%) of employees awarded a score of eight or more to this statement.

- Slightly more respondents (32.0%) attributed a score of four or less to this statement.

- Respondents attributed a mean score of **5.55** to this statement. **This is a fair score – there is considerable room for improvement.**
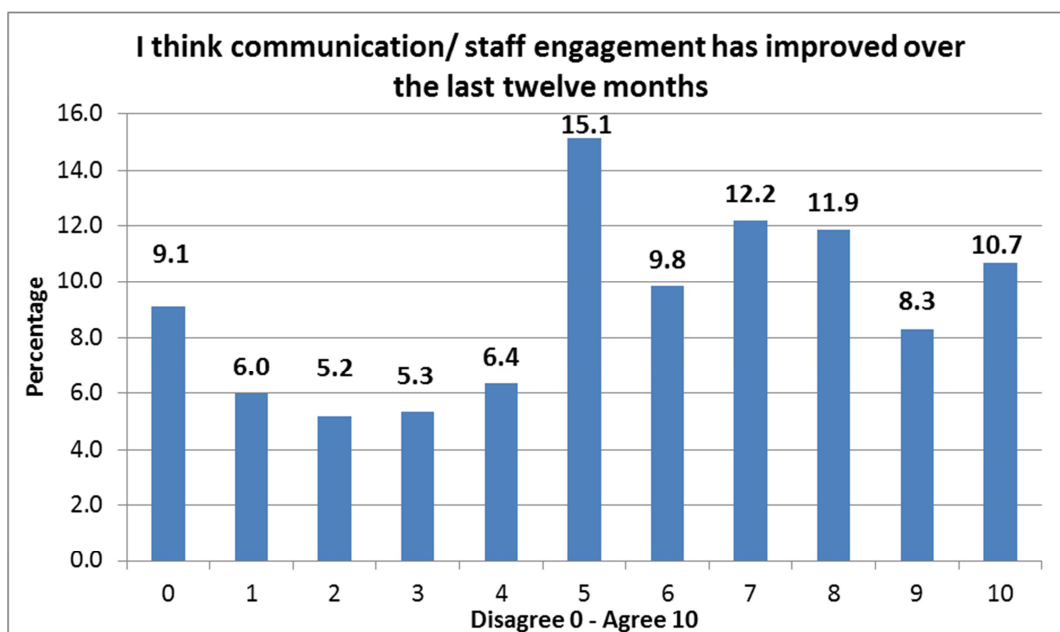
Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart.
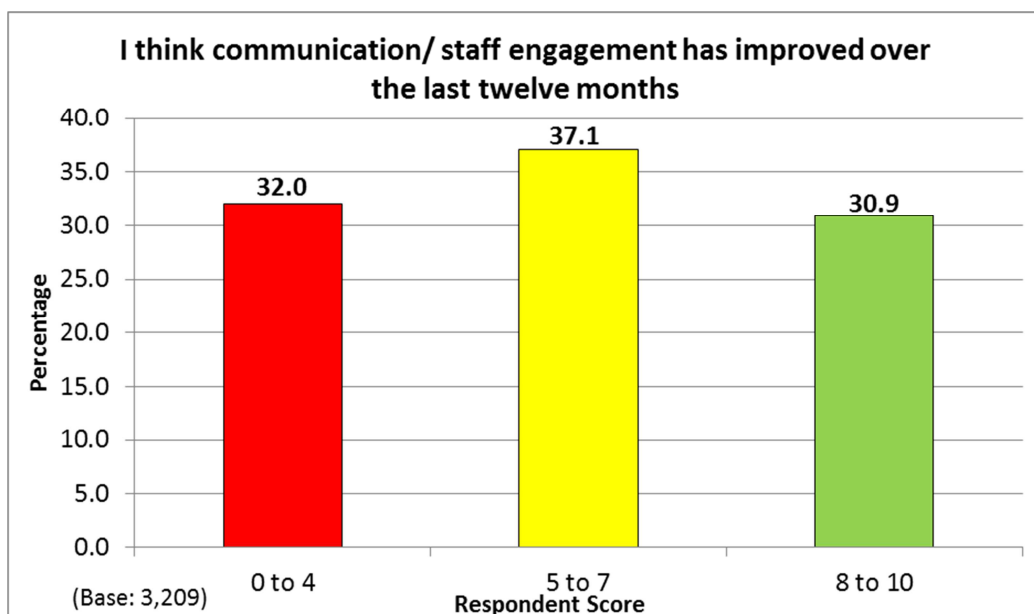
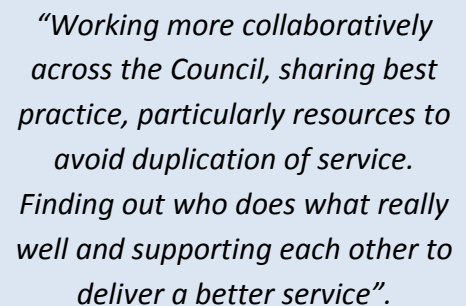**Sample comments in relation to this theme included:**

"Better information about departments on the website, more easily accessible public phone numbers and better information on the public website. Often the information on the website is vague or absent".

"As an ambassador I feel that communication has improved, to specific groups of people. I still feel that Service Areas do not communicate, to their staff, issues that the Council is facing, changes that may be happening etc. This needs to be improved".

"Continue to improve communication and engagement opportunities. Keep building relationships with all departments and consider financial models of successful private sector businesses, using them as inspiration to continue providing quality services across the board".

"Working more collaboratively across the Council, sharing best practice, particularly resources to avoid duplication of service. Finding out who does what really well and supporting each other to deliver a better service".

Q10. I am aware of and understand the Council's four key priorities.

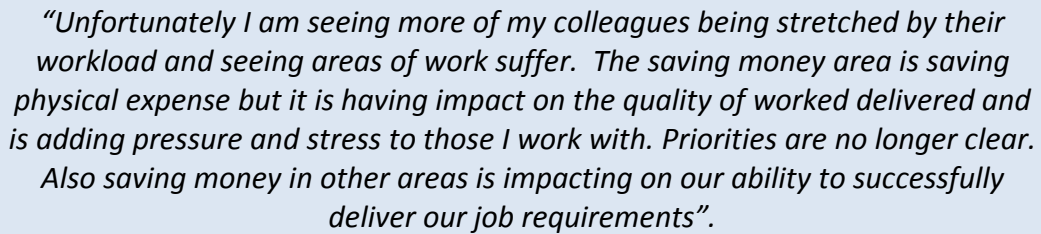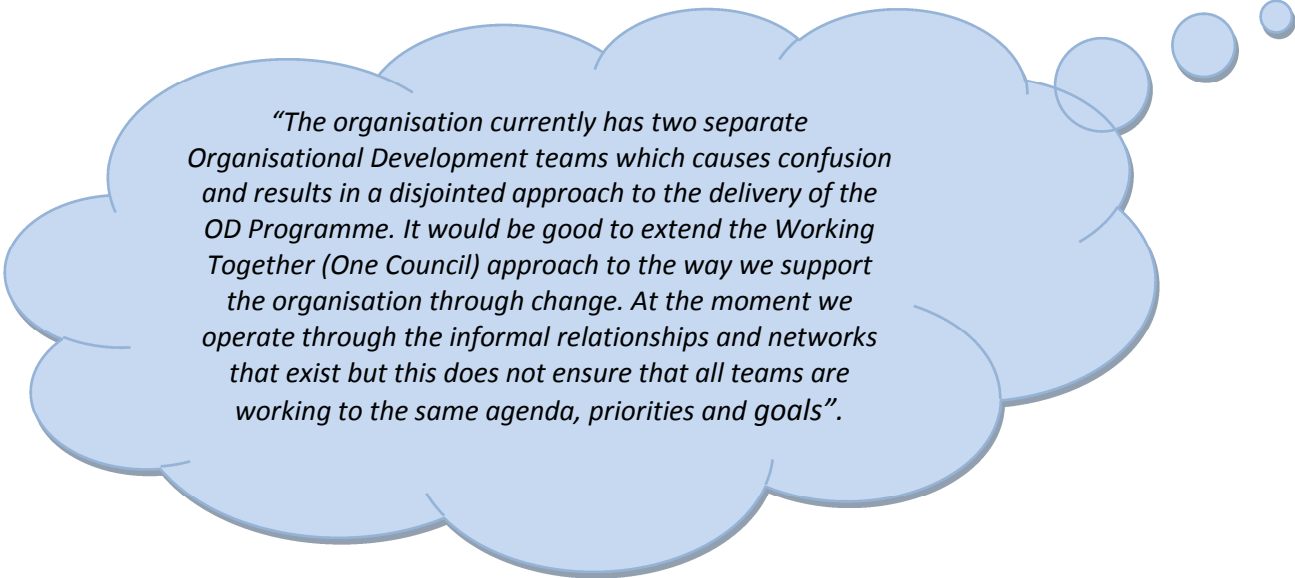*A total of 3,187 responses were received to this question equalling to a response rate of 97.9%.*

- Approximately one-sixth (15.9%) of employees attributed the full 10 points this statement.

- 31.6% of respondents attributed a score of four or less to this statement.

- Respondents attributed a mean score of **5.84** to this statement. **This is a fair score – there is considerable room for improvement.**
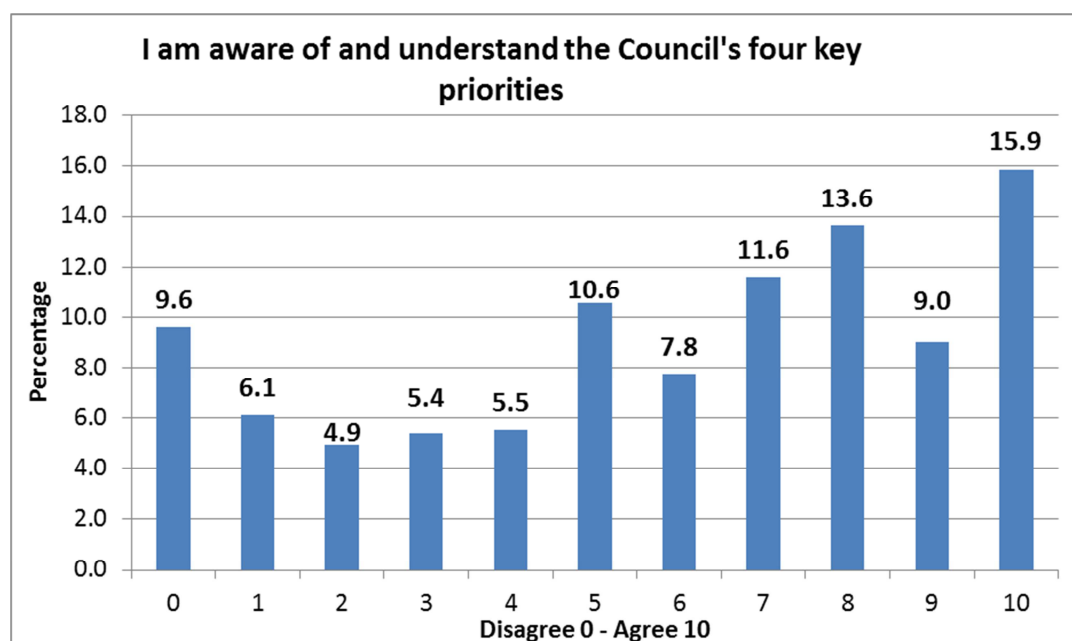
Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart.
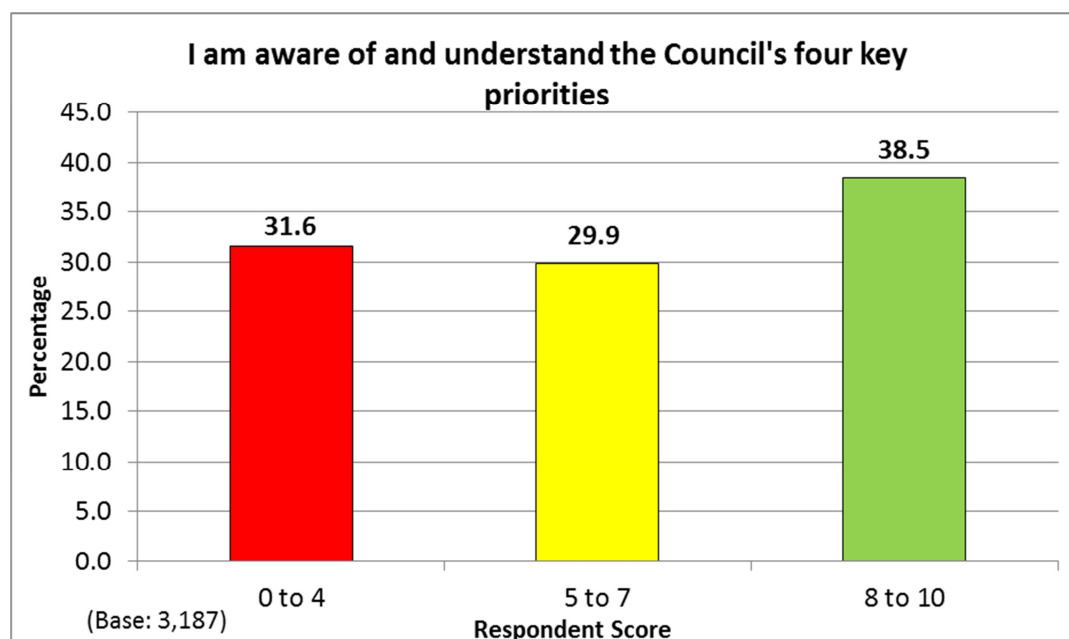
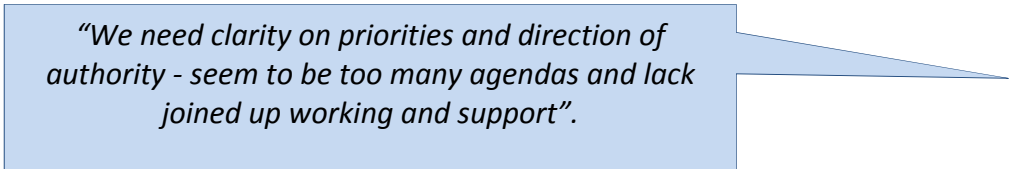**Sample comments received in relation to this theme included:**

"Unfortunately I am seeing more of my colleagues being stretched by their workload and seeing areas of work suffer. The saving money area is saving physical expense but it is having impact on the quality of worked delivered and is adding pressure and stress to those I work with. Priorities are no longer clear. Also saving money in other areas is impacting on our ability to successfully deliver our job requirements".

"The organisation currently has two separate Organisational Development teams which causes confusion and results in a disjointed approach to the delivery of the OD Programme. It would be good to extend the Working Together (One Council) approach to the way we support the organisation through change. At the moment we operate through the informal relationships and networks that exist but this does not ensure that all teams are working to the same agenda, priorities and goals".

"Corporate Induction processes for new staff members could be strengthened, to provide much greater awareness of who's who, Council vision, values, priorities, policies, key business processes etc. There also appears to be huge scope to modernise business processes using intelligent technology that joins up information existing in many places".

"We need clarity on priorities and direction of authority - seem to be too many agendas and lack joined up working and support".

Q11. I am aware of and understand how our Council Values relate to my work.

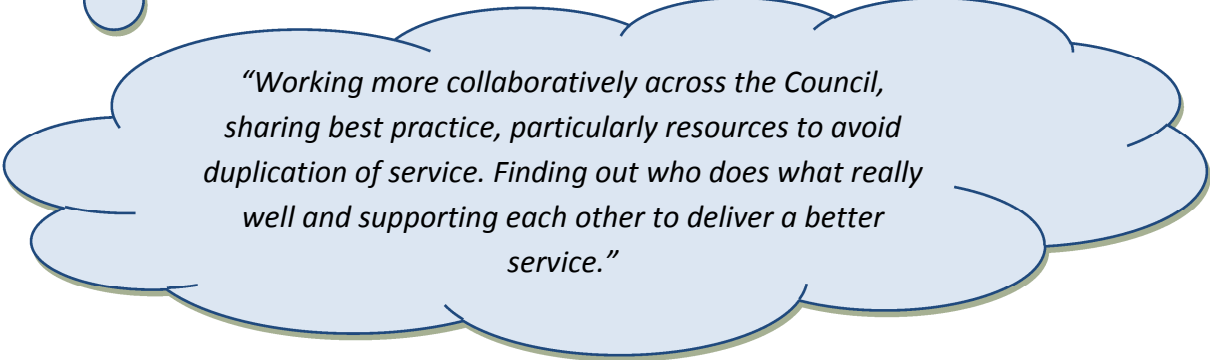*A total of 3,197 responses were received to this question equalling to a response rate of 98.2%.*

- Two-fifths (39.9%) of employees of awarded a score of eight or more to this statement.

- Over a quarter (28.2%) of respondents attributed a score of four or less to this statement.

- Respondents attributed a mean score of **6.05** to this statement. **This is a fair score – there is considerable room for improvement.**
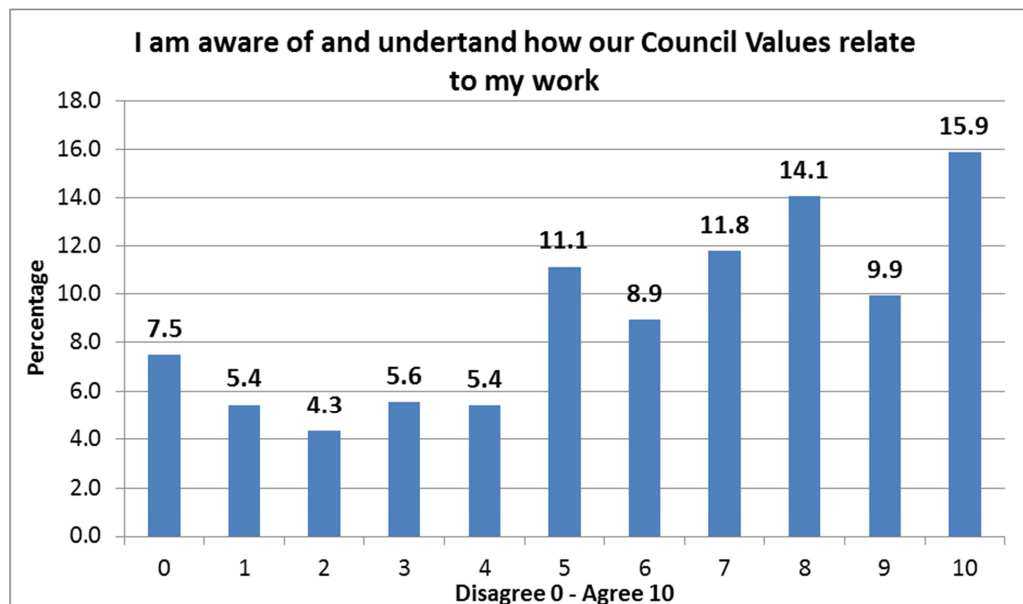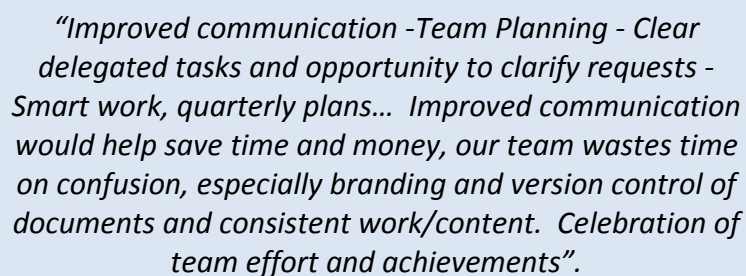

Please note, figures have been rounded to 1 decimal place, which may lead to small discrepancies when adding figures shown in the chart

(Base: 3,197)
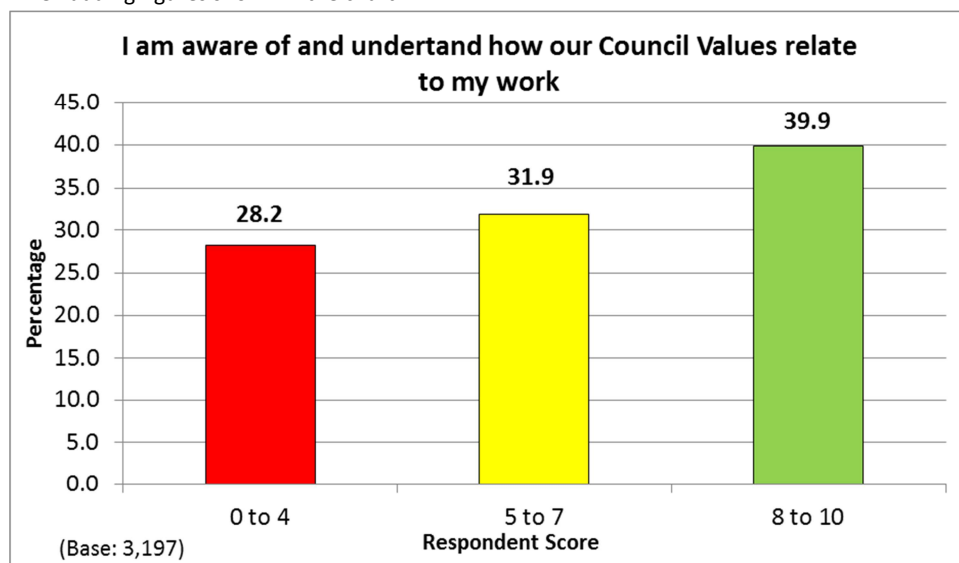
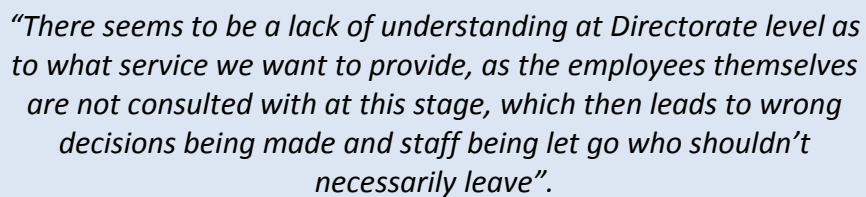**Sample comments received in relation to this theme included:**

> "Working more collaboratively across the Council, sharing best practice, particularly resources to avoid duplication of service. Finding out who does what really well and supporting each other to deliver a better service."
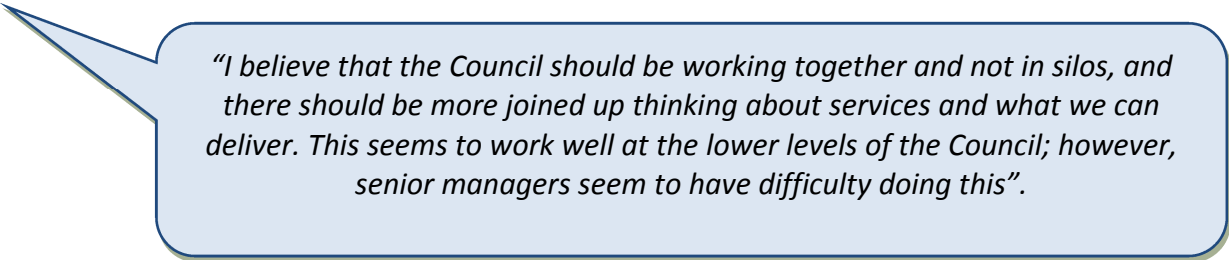
> "Improved communication -Team Planning - Clear delegated tasks and opportunity to clarify requests - Smart work, quarterly plans… Improved communication would help save time and money, our team wastes time on confusion, especially branding and version control of documents and consistent work/content. Celebration of team effort and achievements".

> "Improved performance management - underperformers need to be managed. If everyone worked together in accordance with the Values, the Council would be a better Corporate approach to budgeting".

> "There seems to be a lack of understanding at Directorate level as to what service we want to provide, as the employees themselves are not consulted with at this stage, which then leads to wrong decisions being made and staff being let go who shouldn't necessarily leave".

> "I believe that the Council should be working together and not in silos, and there should be more joined up thinking about services and what we can deliver. This seems to work well at the lower levels of the Council; however, senior managers seem to have difficulty doing this".

Overview of mean scores awarded to each question by Directorate

Mean Score	Colour	Description
10.00 - 8.75		This is an excellent score – opportunity for continuous improvement, and to share best practice
7.50 - 8.74		This is a very good score – opportunity for further continuous improvement
6.25 - 7.49		This is a good score – but a clear plan for improvement is needed
5.00 - 6.24		This is a fair score – there is considerable room for improvement
2.50 - 4.99		This is a poor score – a high degree of dissatisfaction/ disengagement/ discontent exists
0.00 - 2.49		This is a very poor score – urgent attention is needed

	Corporate (Overall)	City Operations - Environment	City Operations - Sport, Leisure and Culture	City Operations - Strategic Planning, Highways, Traffic & Transport	Communities, Housing & Customer Services	Economic Development	Education & Life-Long Learning (Centrally based staff)	Governance and Legal Serrvices	Resources	Social Services - Children's Services	Social Services - Health & Social care
My line manager keeps me informed of what is happening in the Council	6.79	4.90	6.32	6.49	7.28	7.35	6.71	7.27	7.31	6.89	6.78
I have an opportunity to give my ideas/views to Senior Management	6.00	4.84	5.59	6.21	6.46	6.54	6.01	6.04	6.43	5.90	5.70
I have access to learning and development opportunities that are relevant to my work	6.15	4.56	5.59	5.55	6.39	6.65	6.34	4.74	6.03	7.24	7.04
I am clear about what is expected of me through my agreed Personal Performance Objectives	7.12	5.43	6.89	6.50	7.64	7.72	7.33	7.00	7.23	7.19	7.24
On a scale of 0-10 how likely is that you would recommend Cardiff Council as an employer to a friend	5.55	4.86	4.67	4.96	6.46	5.11	5.87	4.30	5.36	5.40	5.79
I feel that my health & wellbeing is important to the Council	5.26	4.77	4.80	4.90	6.02	5.63	5.19	4.25	5.15	4.72	5.28
I am aware of the Employee Charter and how it relates to what is expected of me at work	5.99	4.47	5.75	5.70	6.70	6.57	5.50	5.91	6.52	5.75	5.97
I think communication/ staff engagement has improved over the last twelve months	5.55	4.20	4.69	5.64	6.04	5.84	5.68	5.52	6.07	5.30	5.41
I am aware of and understand the Councils four key priorities	5.84	4.90	5.71	5.87	6.39	6.35	5.31	6.57	6.45	5.45	5.51
I am aware of and understand the Councils values relate to my work	6.05	5.17	5.62	5.79	6.76	6.45	5.63	5.72	6.34	5.75	6.30

Free Text Question - Ideas and suggestions to help save money and improve services.

A total of 952 employees provided a response to the question a response rate of 29.2%. Responses ranged from a few words to more complex replies containing several hundred words.
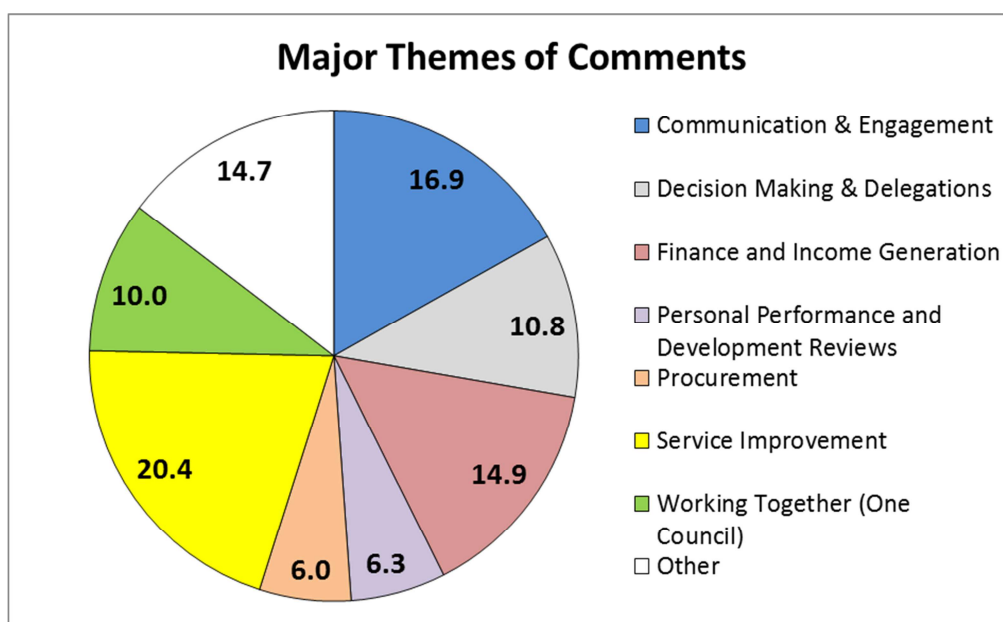
The comments provided often covered multiple themes, with employees taking the opportunity to comment on several different issues. Whilst some were specific to service delivery within a particular team, others were cross cutting and applicable to both internal and external processes across the authority as a whole.

When all of the responses were separated out to their individual parts a total of 1,630 suggestions/ideas were identified.

Employees were asked to identify the theme(s) of their comments (as shown in the chart overleaf).

Additionally, comments received were then grouped into a series of sub-themes by the Cardiff Research Centre.

When grouped by theme approximately one in five (20.4%) comments made related to matters of Service Improvement; around one in every six (16.9%) comments concerned Communication & Engagement. The third most popular theme employees commented on concerned Finance and Income Generation (14.9%).

Major Themes of Comments

Legend:
- Communication & Engagement
- Decision Making & Delegations
- Finance and Income Generation
- Personal Performance and Development Reviews
- Procurement
- Service Improvement
- Working Together (One Council)
- Other

Pie chart values: 16.9, 10.8, 14.9, 6.3, 6.0, 20.4, 10.0, 14.7

Where respondents had made comments in relation to ideas / suggestions in their role to save money and improve services, these were further examined to identify Sub Themes.

Just under one-quarter (24.6%) of those respondents that commented cited issues in relation to Management. Around one in six (16.7%) of all comments made were concerning Staff. The third most commented on sub theme regarded matters of Morale (13.7%).

Sub Themes	No. Comments	%
Management	234	24.6
Staff	159	16.7
Morale	130	13.7
Suggestions for Improvement	125	13.1
Money saving ideas	115	12.1
Communication	100	10.5
Procurement savings	89	9.3
Technology	75	7.9
Alternative way of working	73	7.7
Restructure/ Work smarter	64	6.7
Printing	51	5.4
Training and Development	48	5.0
PPDR	44	4.6
Working with Communities	42	4.4
Recruitment	41	4.3
Income Generation	40	4.2
Work hours	39	4.1
Miscellaneous	36	3.8
DigiGov	33	3.5
Praise/ Acknowledging Progress	28	2.9
Energy efficiency savings	27	2.8
Political	18	1.9
Personal/Individual	12	1.3
Finance	7	0.7
TOTAL RESPONDENTS	**952**	-