

Policy Review and Performance Scrutiny Committee

Correspondence update 2015 - 16

Committee date & topic	Recipient	Comments/Information requested	Response received	Response	Future Action
<p>6 October 2015</p> <p>Employee Survey & Employee Engagement</p>	Cllr Hinchey	<p>There is clear evidence of improvement and the Committee is broadly content with the strategic approach and practical implementation of the work, the benchmarking activity and the widening of consultation and engagement with employees.</p> <p>The methodology behind a reduced number of questions risks losing a data set of information on the issues beneath the headline, to assist in interpreting and designing improvement actions in response</p>			

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		<p>to the findings. The Committee urge you go beyond relying on the headline figures.</p> <p>It is encouraging to note that the Ambassadors are being given a key role in designing the Corporate Commitments.</p> <p>Committee will return to this topic when analysing a future round of quarterly performance, to see what is changing on the ground within Directorates as an outcome from this work.</p> <p>Whilst levels of completion; free text comments, suggestions for improvement; and the scores themselves appear to have improved, Members feel strategic</p>			
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		<p>lessons could be learnt from the results themselves to assist with forecasting or developing targets for improvement.</p> <p>Members felt there was little value in asking if employees would recommend the Council as an employer to a friend in future surveys.</p> <p>Members understand the practical value of deriving mean scores from responses to each of the questions but feel particular effort should be invested in how to address the negative range of answers to each question.</p> <p>engage the significant number of school-based staff who were not</p>			
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		<p>included in this survey. The Committee recognise the different employment relationship of schools staff and the need for more specific relevant questions to this staff group, but want the organisation to be able to run an organisation-wide survey and compare as far as possible the results of this significant segment of the City's workforce alongside that of the existing respondent sample. We urge you to do all you can to avoid a two tier data set, which would feel like a wasted opportunity.</p> <p>Members suggest that next time employees who provided specific suggestions for improvement should receive an individual</p>			
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	<p>response from the Chief Executive.</p> <p>It will be important to communicate widely across the workforce to ensure that employees who made suggestions can see that their suggestion is being considered, and how that consideration is turning into improvement.</p> <p>The Committee look forward to you sharing the list of employee suggestions.</p> <p>STAFF AMBASSADORS</p> <p>The engagement around this Staff Survey was the best they had encountered. The quality of</p>			
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		<p>engagement is improving, employees are opening up and do more trust that their views will be listened to.</p> <p>Note that Ambassadors feel there is a need to drill down to a greater level of detail in interpreting the survey results and understanding employee perspectives. There is still a perception of “them” and “us”, and that messages about improvement need to be tailored to the individual job roles of front line employees.</p> <p>Communication improving at a corporate and Directorate level, but it was at the Team and individual line management level</p>			
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		<p>that messages were being lost, or not being correctly applied.</p> <p>Clear that some Directorates are more effective at communicating with their employees than others but consistency is emerging.</p> <p>Note PPDRs are much more widely and consistently undertaken. The focus needs to shift onto the quality of the reviews, the clarity of performance objectives and the usefulness of the reviews to prompt meaningful development plans.</p> <p>We will be pleased to receive the list of Ambassadors by Directorate.</p>			
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<p>Draft Strategic Equality Plan 2016/20</p>	<p>Cllr D'Ath</p>	<p>Members were supportive of the arrangements set out in the draft Strategic Equality Plan and requested that the Cabinet:</p> <p>Reflect on the aspirations stated for the improvements to <i>equality impact assessment</i>, and factor these arrangements into the equality action plan;</p> <p>Ensure that the four yearly Equality Objectives are resilient to and capable of transcending immediate Corporate Plan priorities;</p> <p>Ensure that senior management</p>			

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		<p>and Cabinet Members explicitly champion equalities work and drive mainstreaming of equalities into everything we do;</p> <p>Reflect on the useful comments made by Martyn Jones and factor these into the equality action plan; For example continue pre-consultation with Diverse Cymru and a number of other local groups; continue exemplar linking of the Council's equality and scrutiny functions.</p> <p>Avoid a potential over-emphasis on younger people in the draft Plan, when Welsh Government is developing a more age-neutral approach in its work?</p> <p>Seek opportunities to develop</p>		
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		<p>shared equality objectives with local health and criminal justice partners;</p> <p>Embrace the learning from Prudent Healthcare, from the Wellbeing of Future Generations Act, and from the need to consider the linkage between equality and socio economic deprivation</p> <p>Continue to develop effective partnerships with third sector expertise, and consider the adoption of a more formal advisory arrangement between the Council and local third sector organisations to shape Cardiff's equalities work;</p>			
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		<p>Undertake work during the consultation period to gain a clear picture of what outcomes the Council wants to see emerging from the Plan, to facilitate the process of action planning;</p> <p>Ensure consultation with citizens and employees is inclusive and effective.</p>			
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