



What your staff think

Results of the Hackney Council Staff Survey 2013



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Ipsos MORI
Public Affairs



Overview: today's presentation

Key tool for measuring staff satisfaction – we can look at trends going back 10 years!



Focus today: council performance on key measures

- *Views about job role and job satisfaction*
 - *Line management*
 - *Equality and diversity*
 - *Communication*
- *Employee engagement*
- *How well 'change' is accepted and managed*

Methodology and approach



1,927 staff took part

Response rate of 46% (but varies: 98% high in Housing vs. 35% low in Health and Community Services)



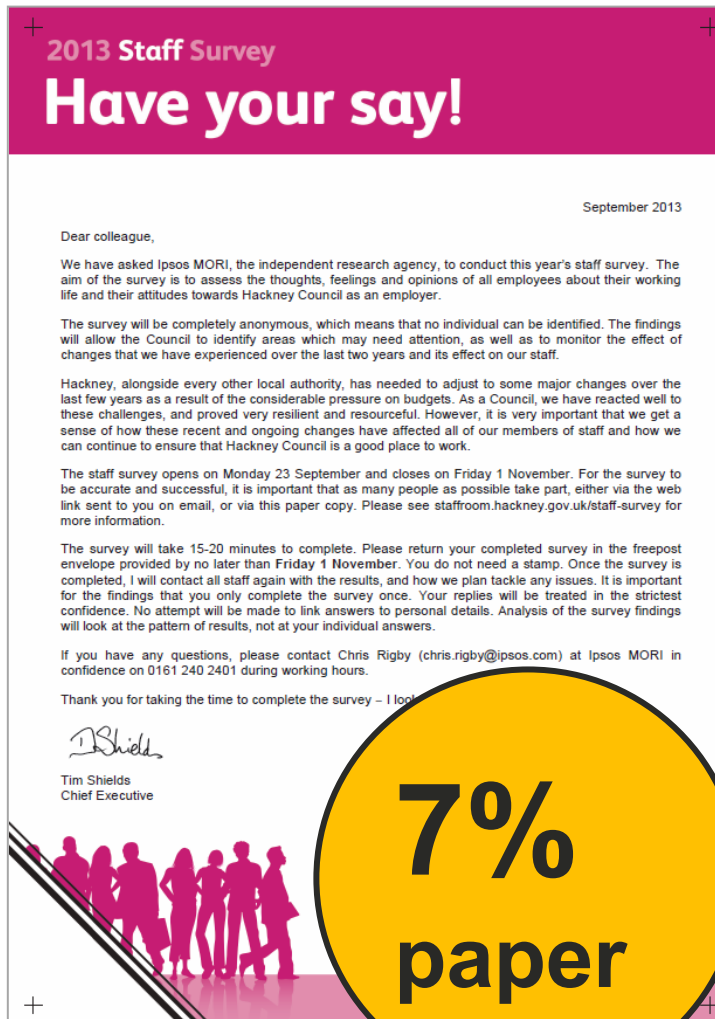
Fieldwork was conducted between **23 September** and **8 November 2013**

Primarily online method, with postal option (1,791 completes online and 136 paper surveys returned)

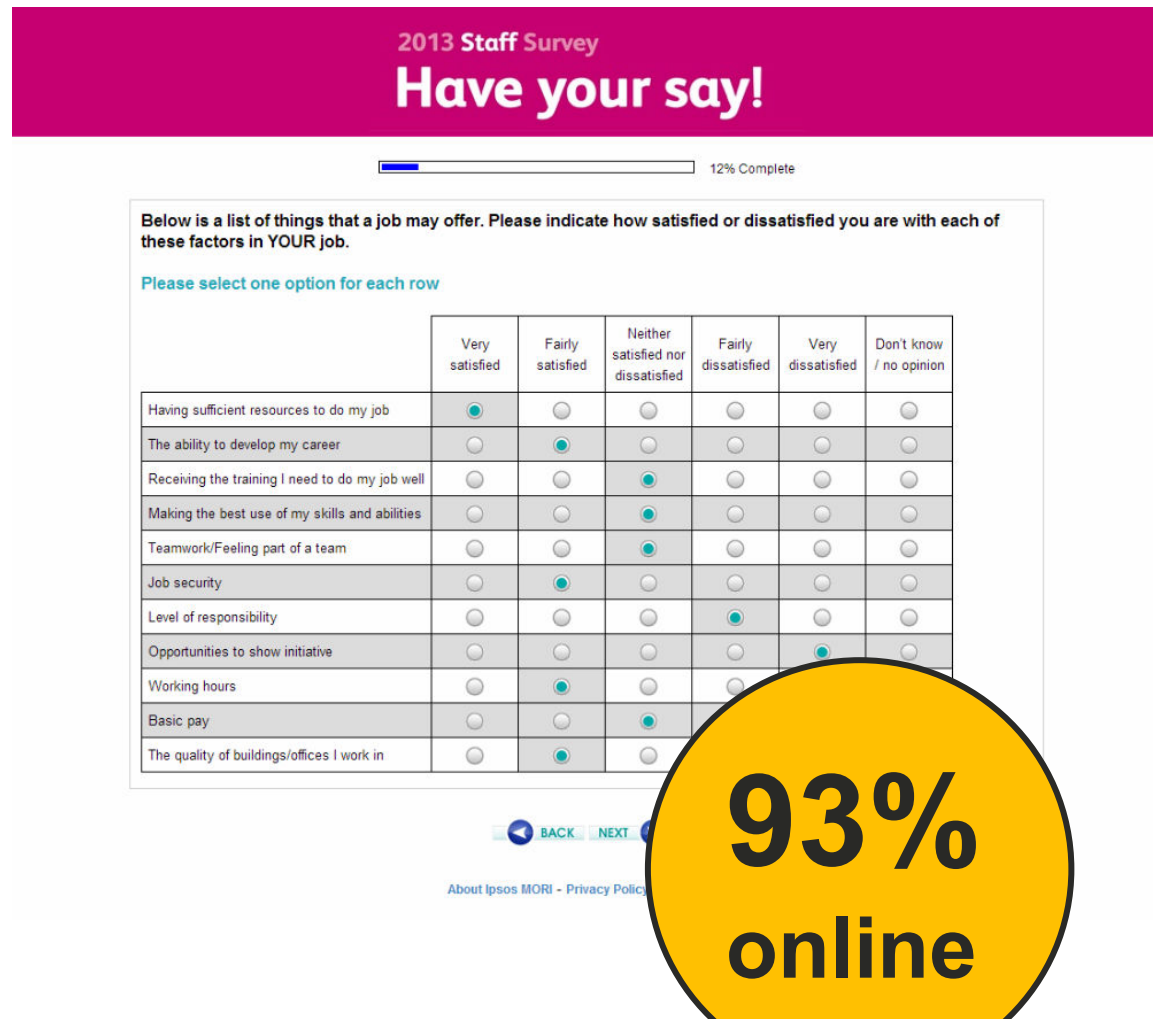


Getting the questions right! Key stakeholders across the council engaged in questionnaire design

A paper questionnaire....



....and an online option

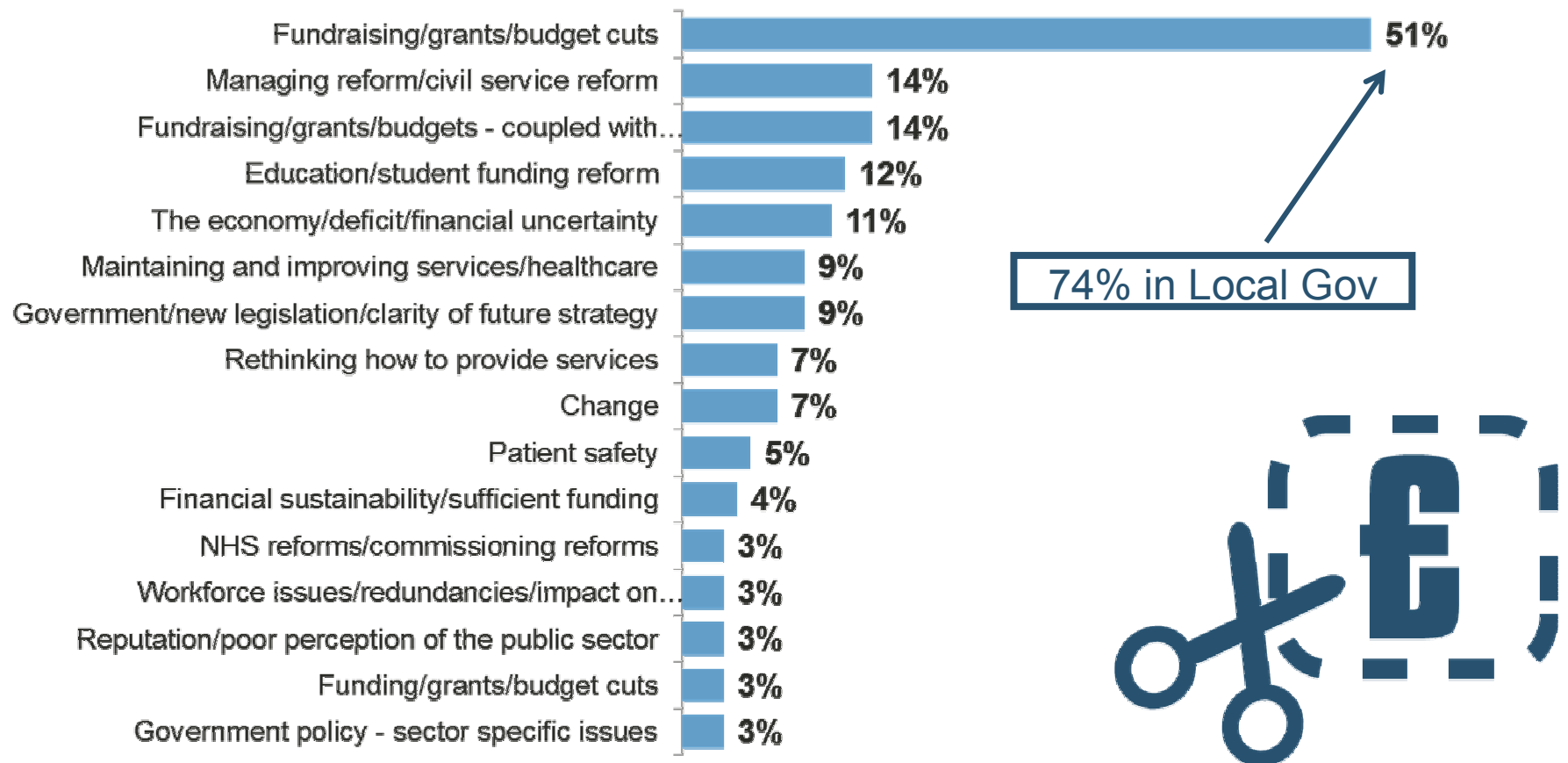


**Important to consider the
challenging context in
which Hackney and
other councils are
operating...**



Funding the biggest issue for public sector leaders – especially in Local Gov

Q. What would you say is the most important issue facing your sector today?

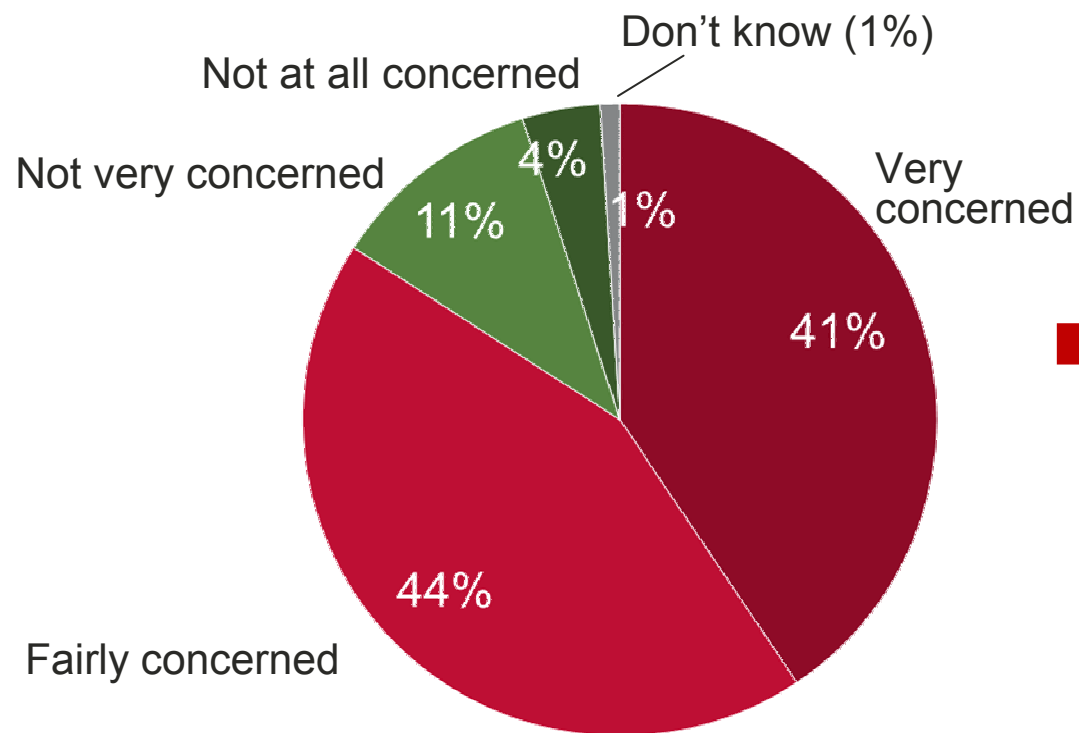


Base: 200 public sector interviews; 50 interviews in each of the following sectors: Central government, Local government, NHS and Education.
Fieldwork 7 January – 2 February 2013

Source: Ipsos MORI Public Sector Leaders Survey 2013

And big concerns about the impact of budget cuts on organisations

Q. And how concerned, if at all, are you about the effects of the cuts on your organisation in the next 12 months?



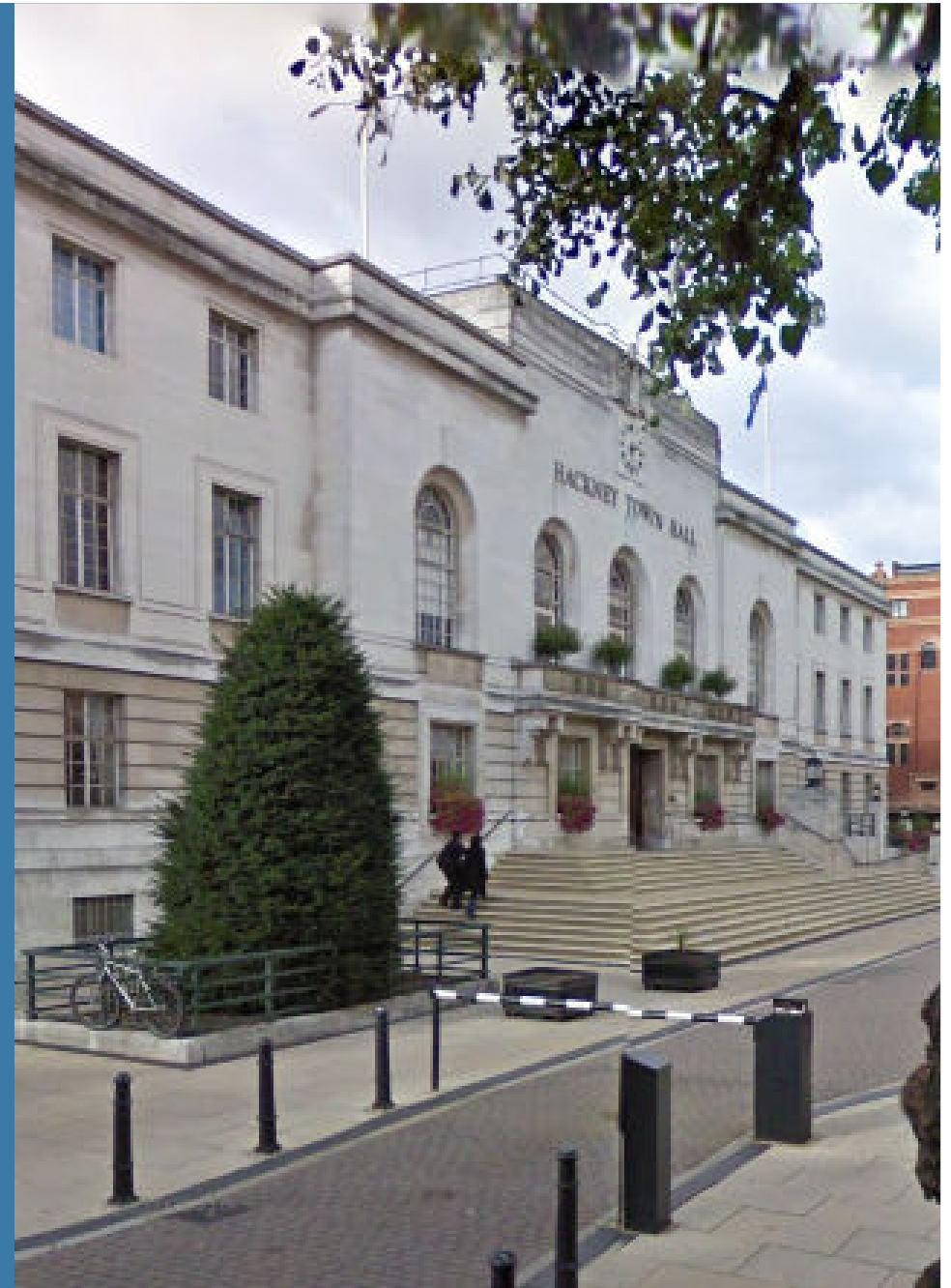
90% concerned in Local Government

Base: 200 public sector interviews; 50 interviews in each of the following sectors: Central government, Local government, NHS and Education.
Fieldwork 7 January – 2 February 2013

Source: Ipsos MORI Public Sector Leaders Survey 2013

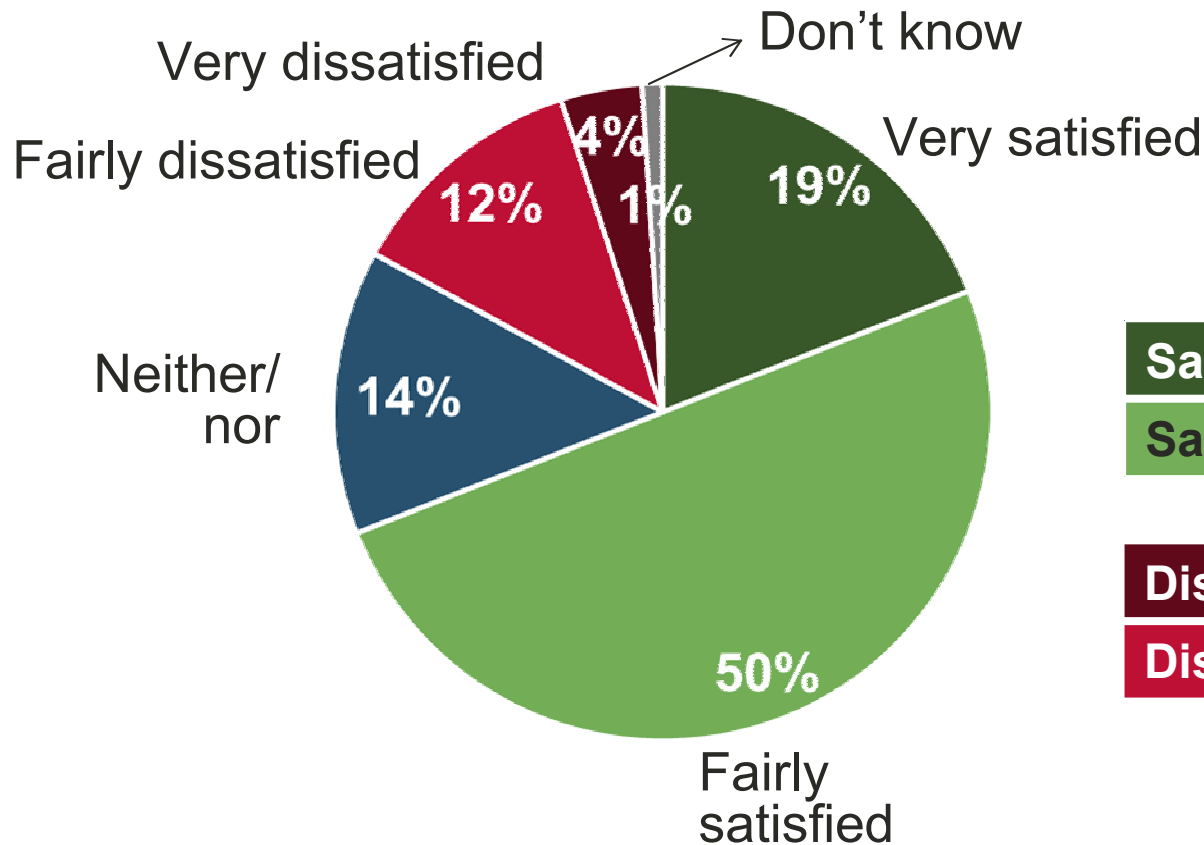
**ositively, Hackney
seems to be
managing well in
the
circumstances...**

**some strong
performance on
key job
satisfaction
measures**



Over two-thirds of staff are satisfied with their job, a significant improvement on 2011 results

Q. Overall, how satisfied or dissatisfied are you with your present job?



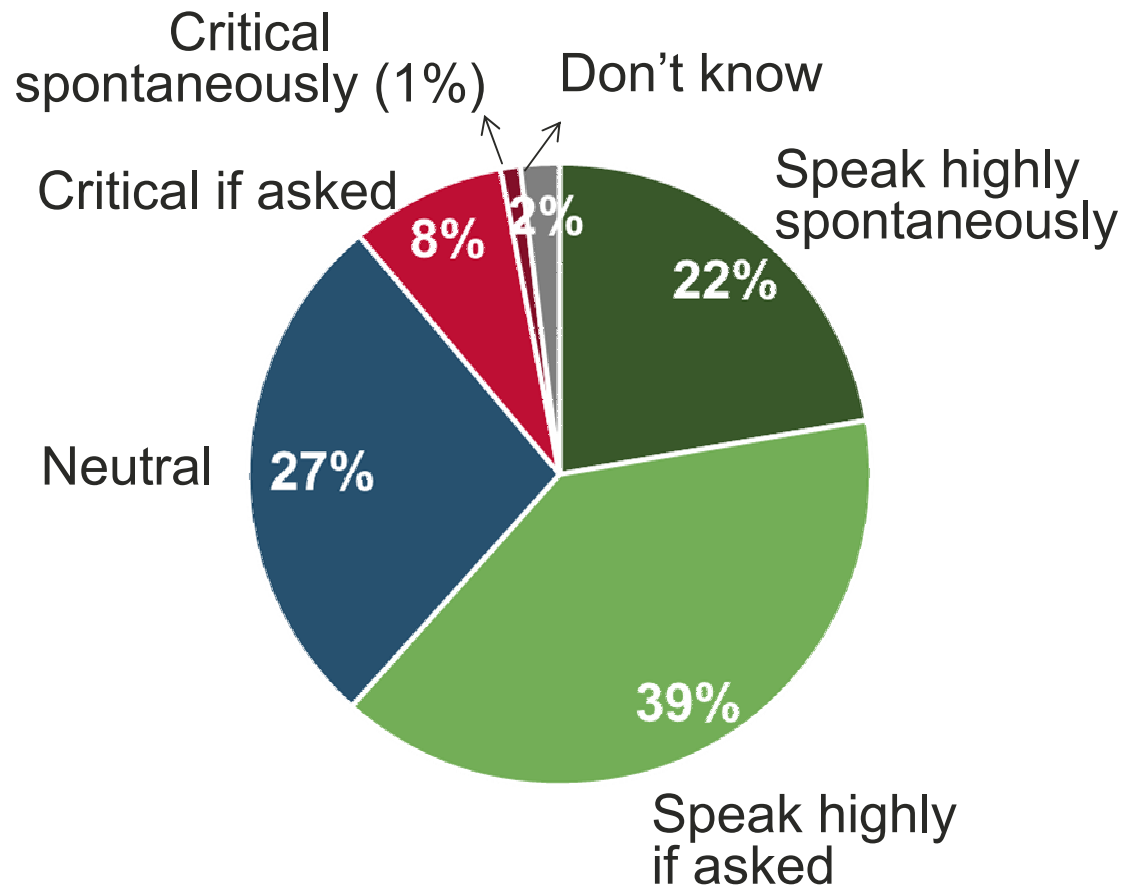
Satisfied 2013	69%
Satisfied 2011	66%
Dissatisfied 2013	16%
Dissatisfied 2011	18%

Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

3 in 5 staff would speak well of the Council as an employer - consistent with results from the last employee survey

Q. Which of these phrases best describes the way you would speak about Hackney Council as an employer to people outside the organisation?



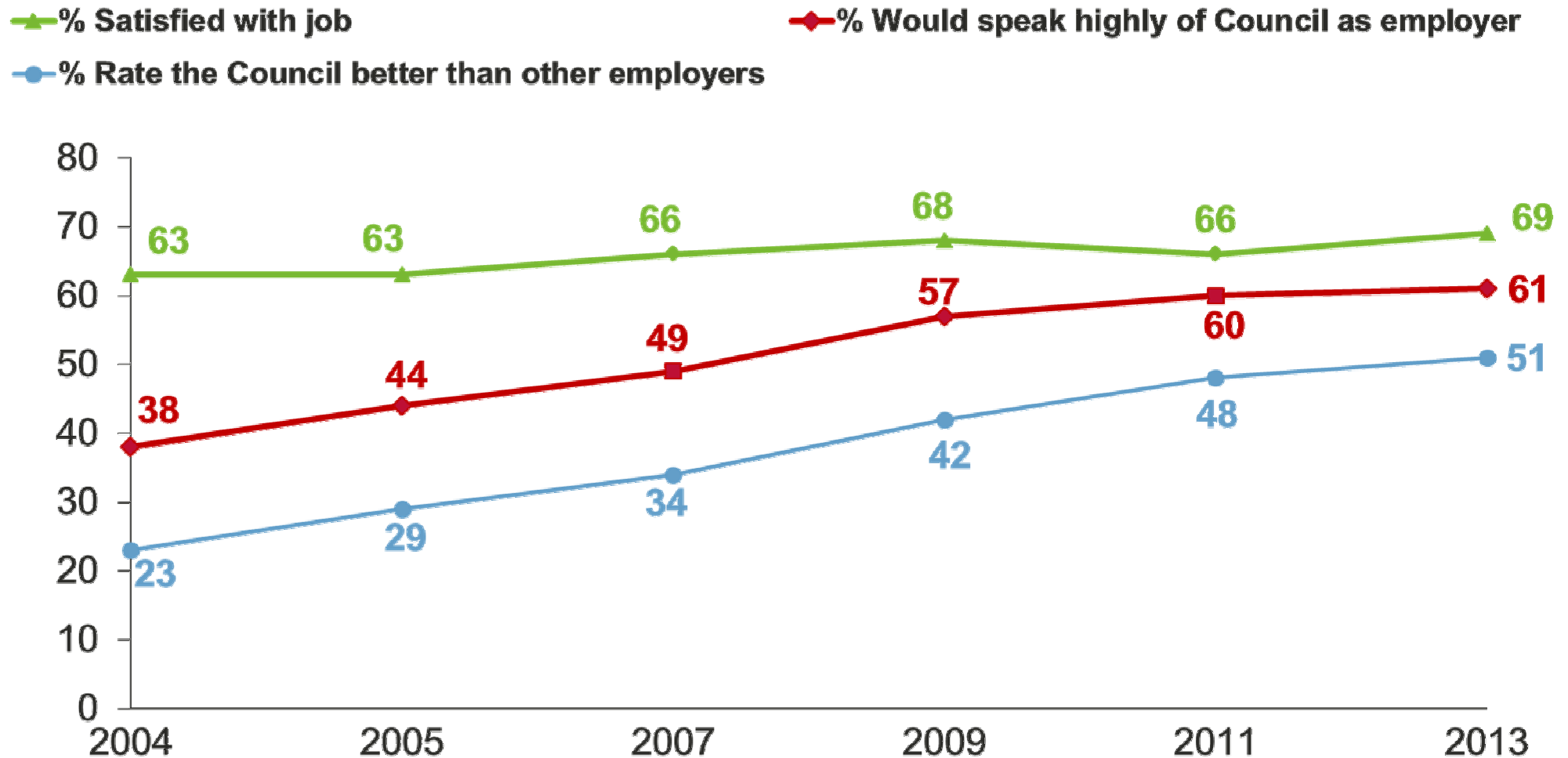
Speak highly 2013	61%
Speak highly 2011	60%

Speak critically 2013	9%
Speak critically 2011	11%

Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

In fact, looking longer-term, we are seeing some positive trends in relation to key job satisfaction measures...



Base: All staff participating in surveys: 2013 (1,927); 2011 (1,800); 2009 (1,961); 2007 (1,435); 2005 (1,521); 2004 (1,184)

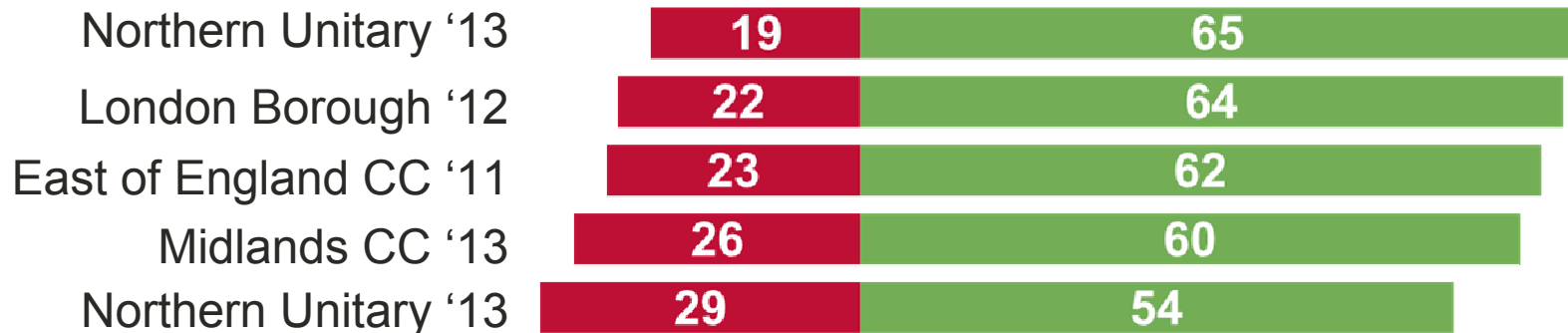
Source: Ipsos MORI

Comparing to other local authorities, we can see Hackney is performing relatively well in relation to job satisfaction...

Q. Overall, how satisfied or dissatisfied are you with your present job?



RECENT LA SURVEYS



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Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

... and similarly advocacy of the council

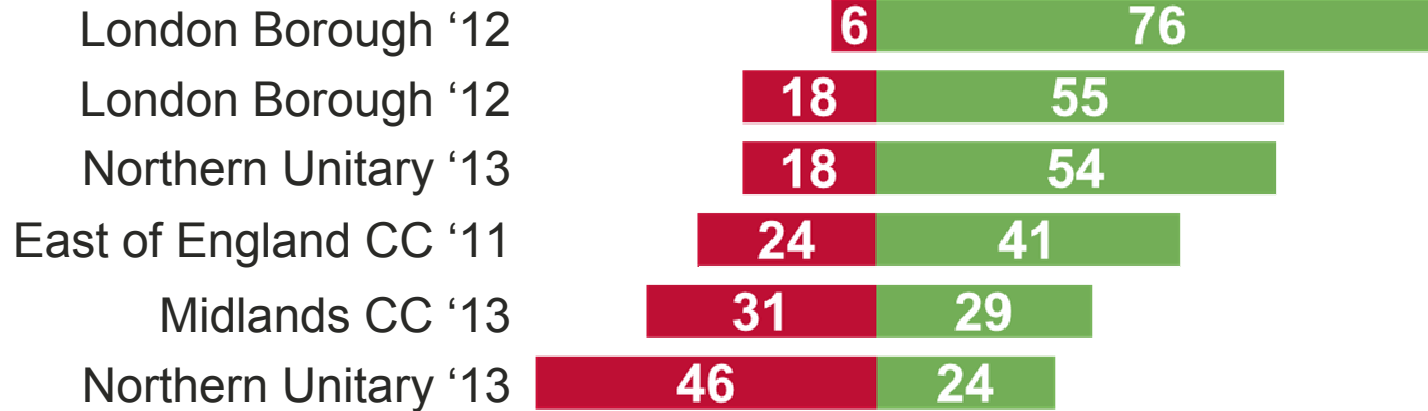
Q. Which of these phrases best describes the way you would speak about Hackney Council as an employer to people outside the organisation?



■ % Speak critically ■ % Speak highly



RECENT LA SURVEYS



IPSOS NORMS

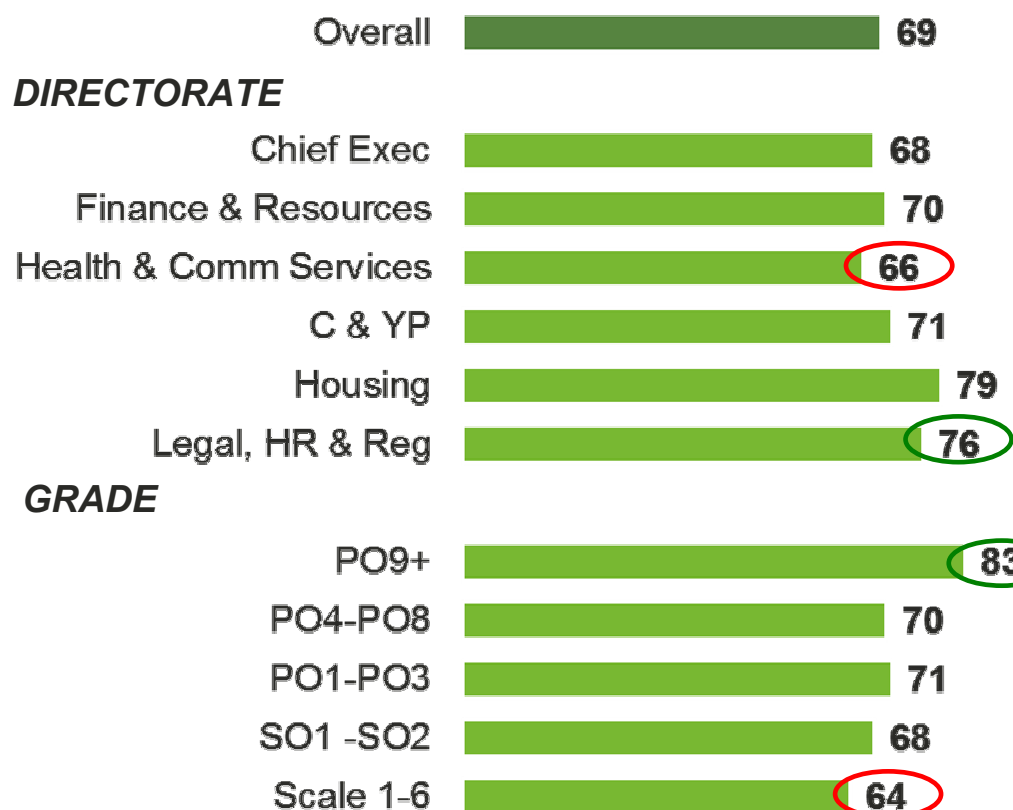


Base: All staff participating in survey (1,927); 23 September – 8 November 2013

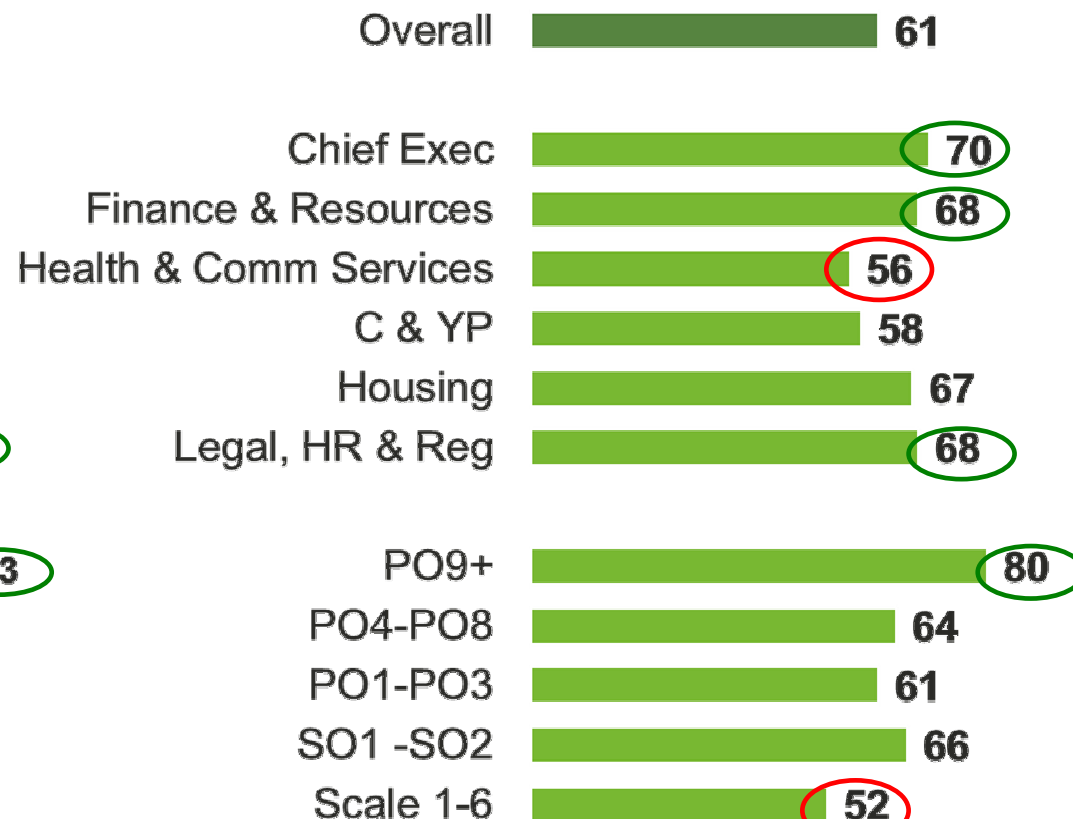
Source: Ipsos MORI

But, some important differences according to department and seniority of post

% satisfied with their present job



% who would speak highly about Hackney Council as an employer to people outside the organisation



Base: All staff participating in survey (1,927); 23 September – 8 November 2013; green circle means figure is above average, and red circle means the figure is below average

Source: Ipsos MORI

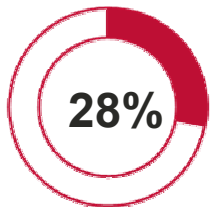
How has the Council changed as an employer compared to a year ago?



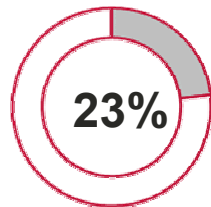
21% say the Council has got worse in the last year....

... but, this is a small improvement from 26% in 2011

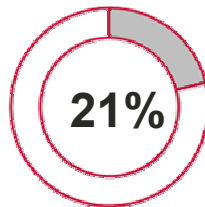
Health & Comm Services



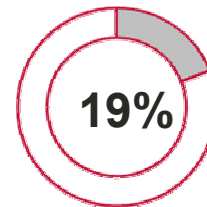
Chief Exec Office



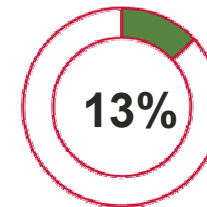
Legal, HR & Reg



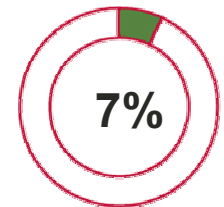
Children & YP



Finance & Resources



Housing

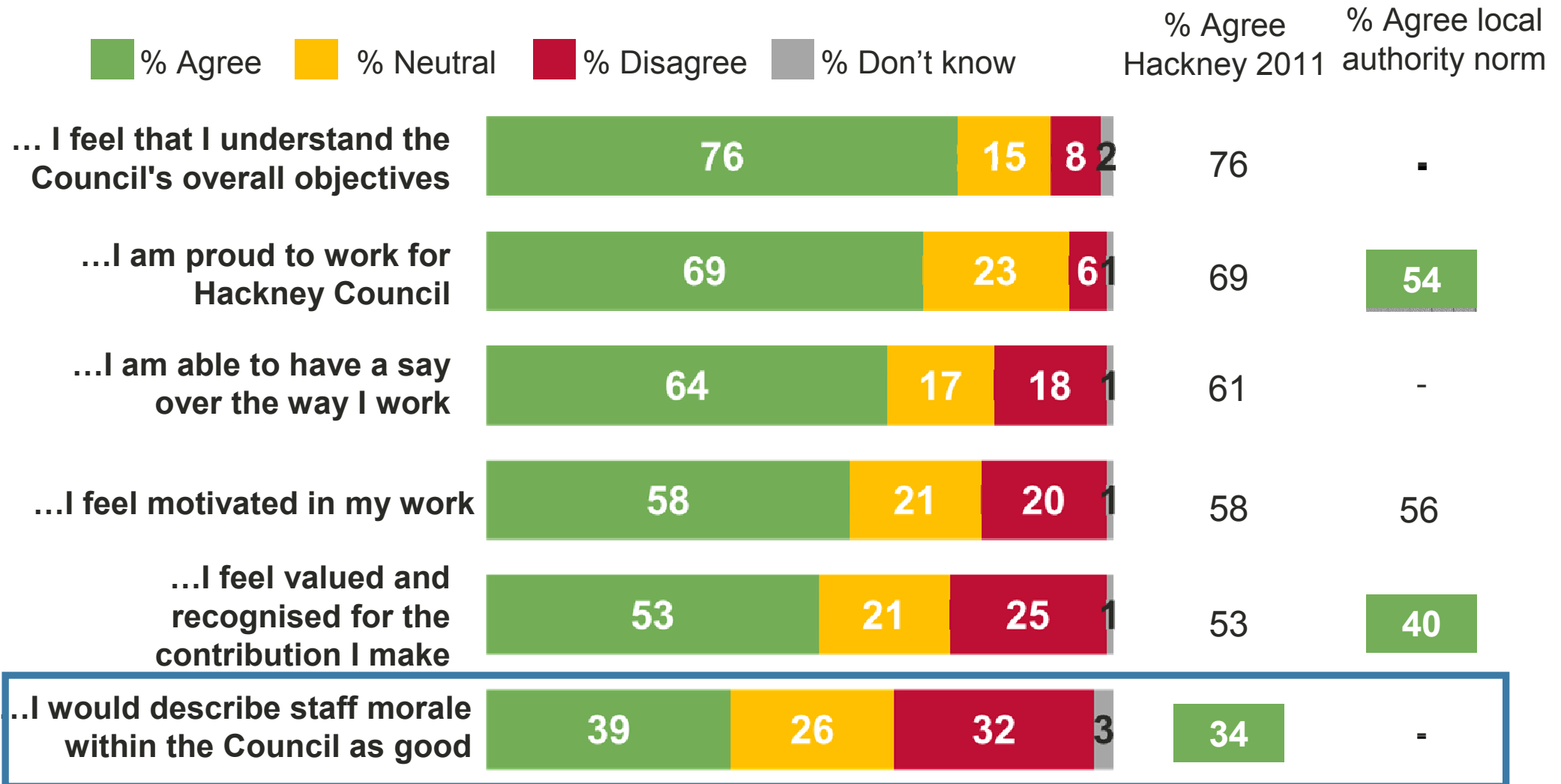


Base: All staff participating in survey (1,927); 23 September – 8 November 2013; green coloured pie means figure is above average, and red coloured pie means the figure is below average

Source: Ipsos MORI

Most staff still feel proud and motivated to work for the council. Morale is still relatively low, but an improvement on last time

Q. To what extent do you agree or disagree with each of the following statements...?

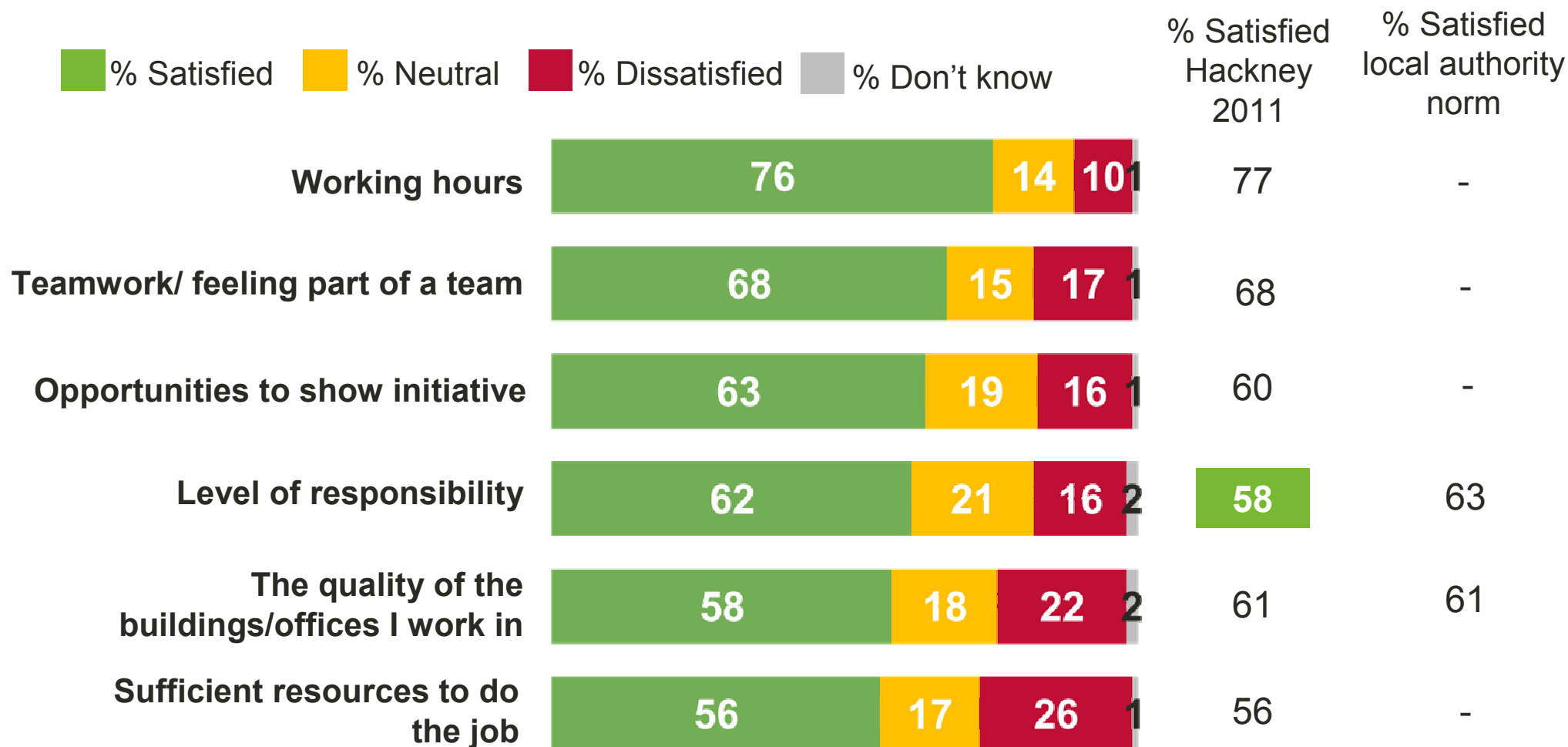


**atisfaction
varies for
specific
aspects of the
job...**



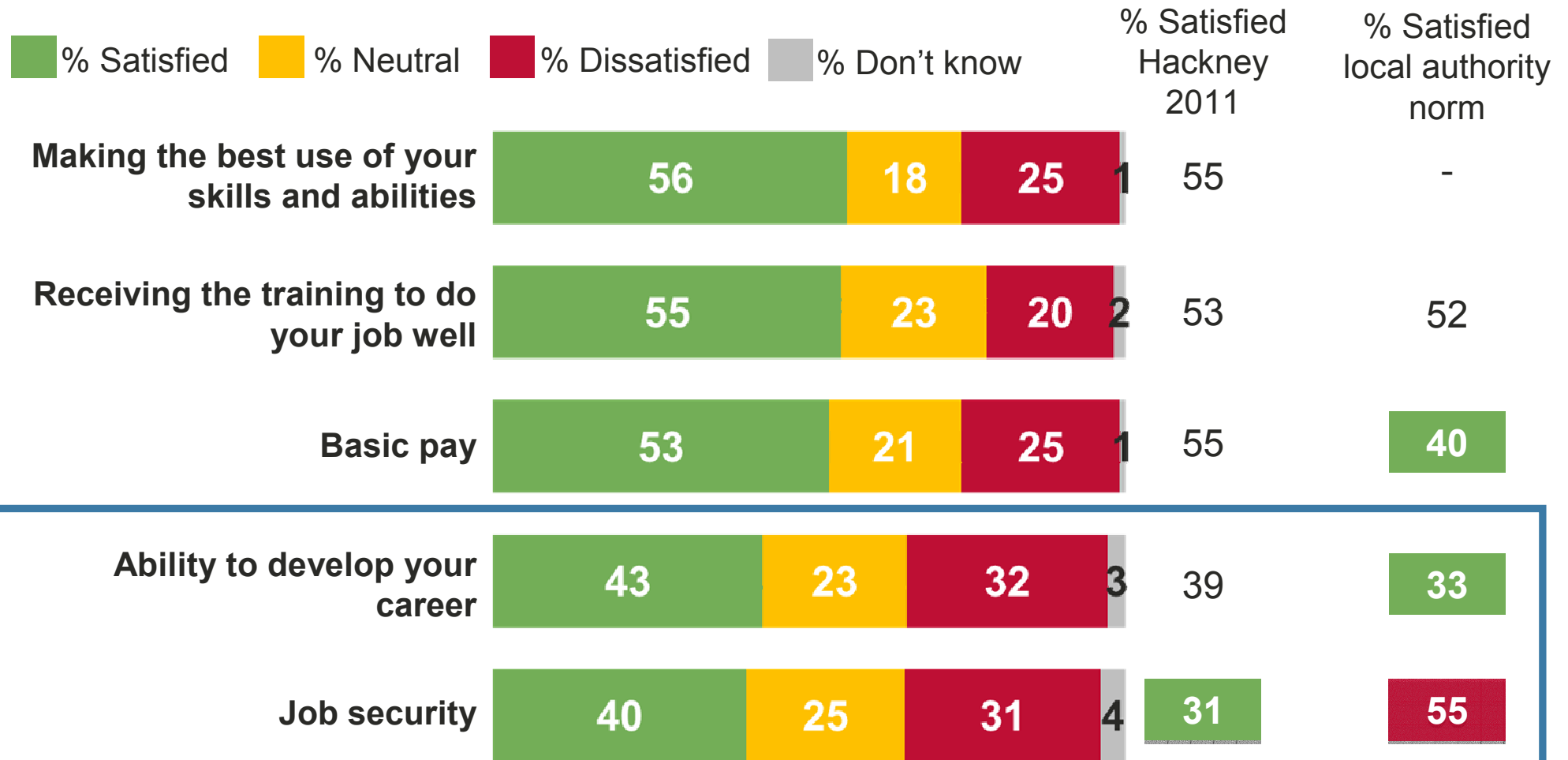
Little change on last time... satisfaction remains highest for working hours and teamwork

Q How satisfied or dissatisfied you are with each of these factors in your job?



But, look at the bottom – significant minorities unhappy with career development and job security

Q How satisfied or dissatisfied you are with each of these factors in your job?

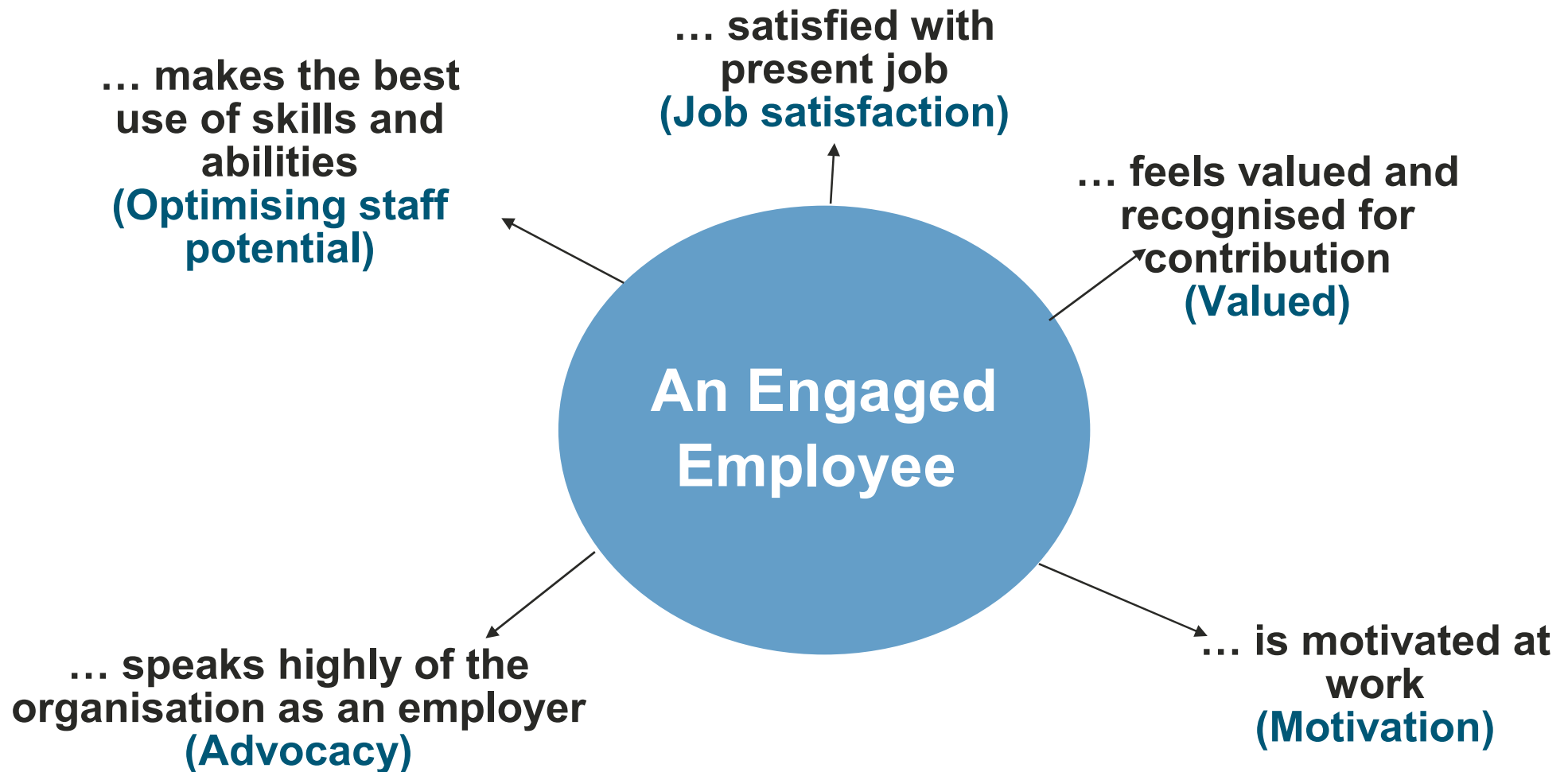


**o what's important to
keeping employees
engaged?**



The Employee Engagement Model

We cannot ask workers 'how engaged are you?', but we do know that an engaged employee is someone who is...



Levels of engagement across Hackney Council are slightly higher than last wave

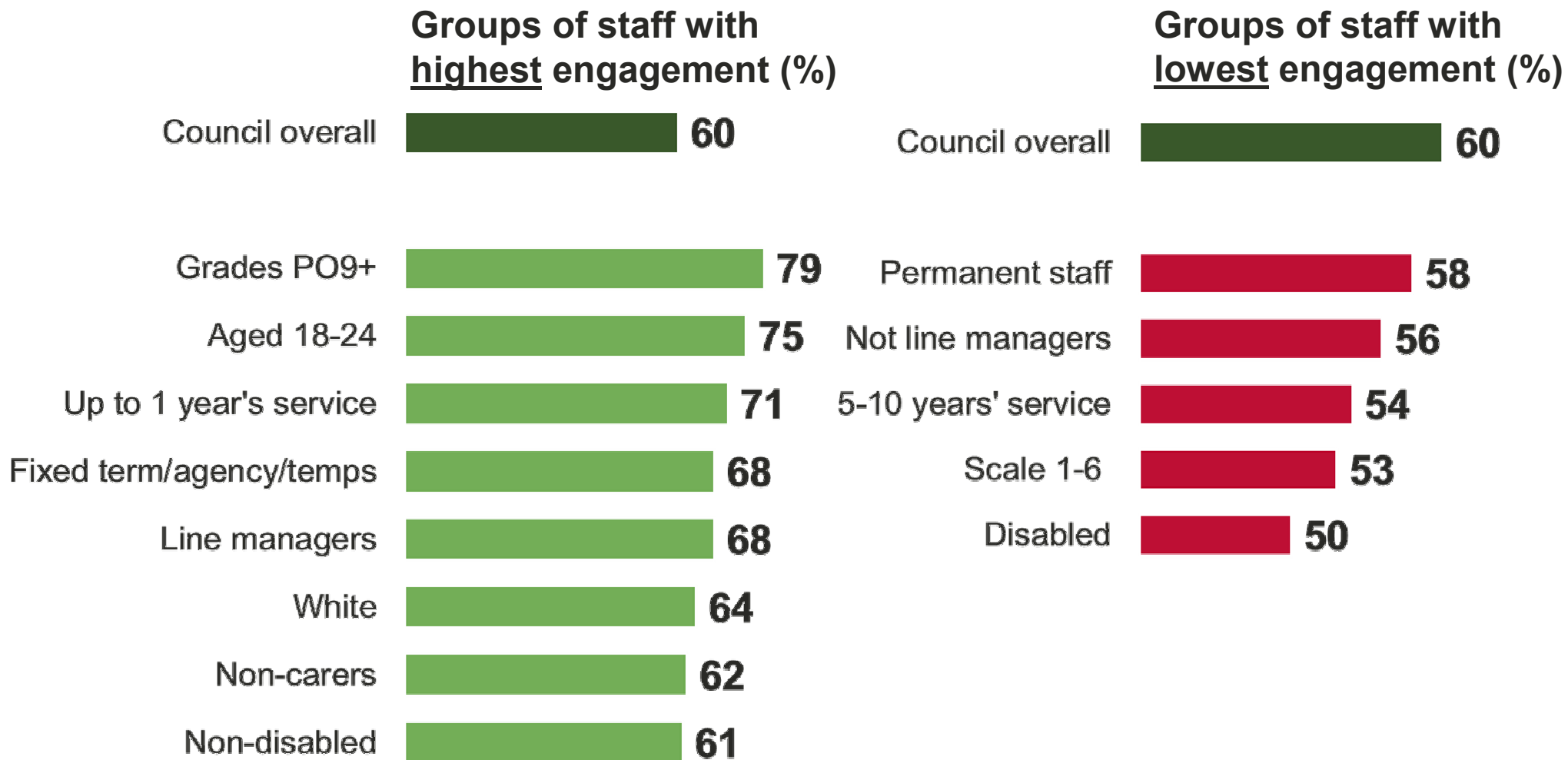


60%

of Hackney staff are engaged
(average positive score across
the 5 questions)



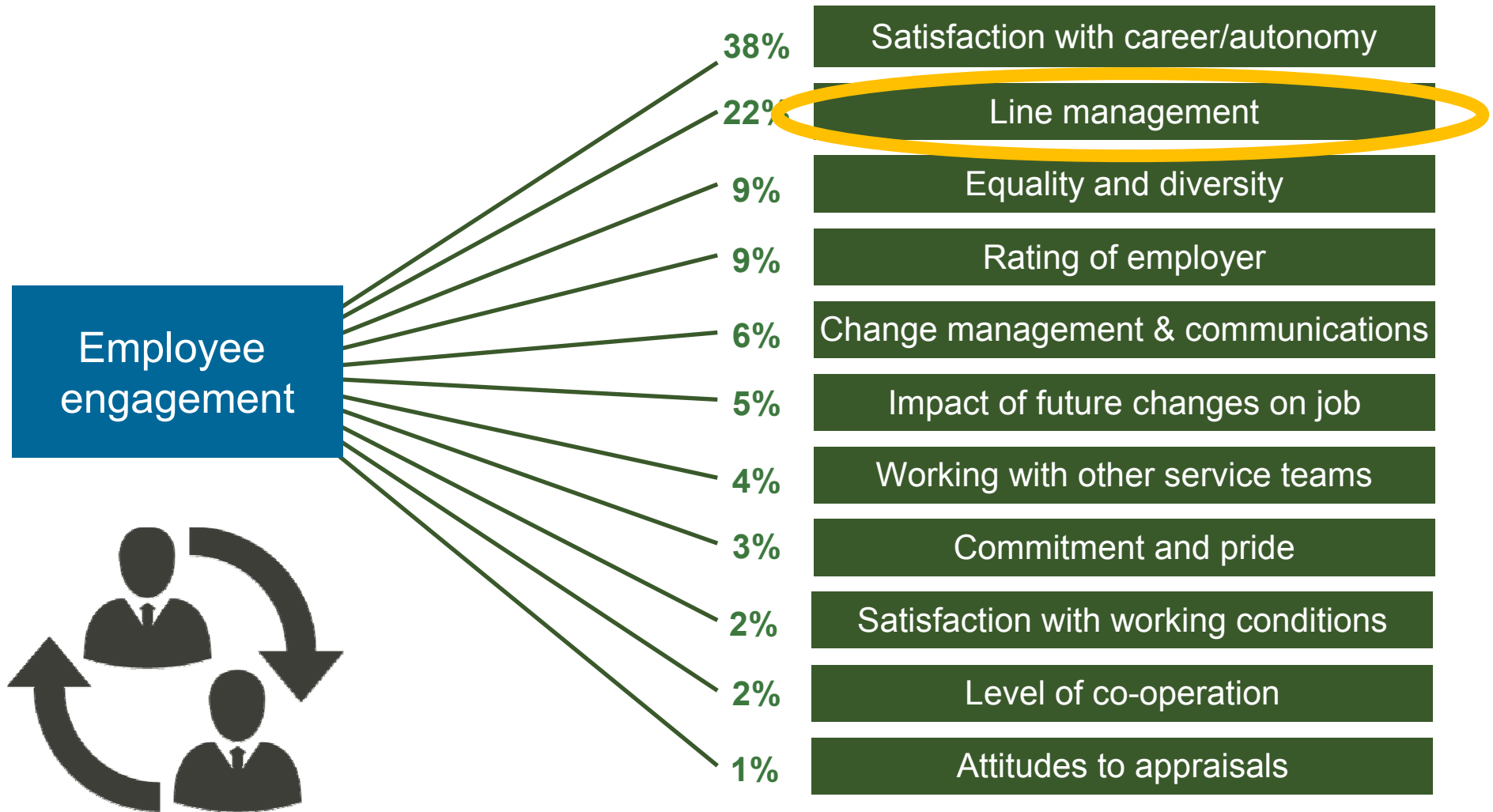
Engagement varies most widely by grade, length of service, contract status and health



Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

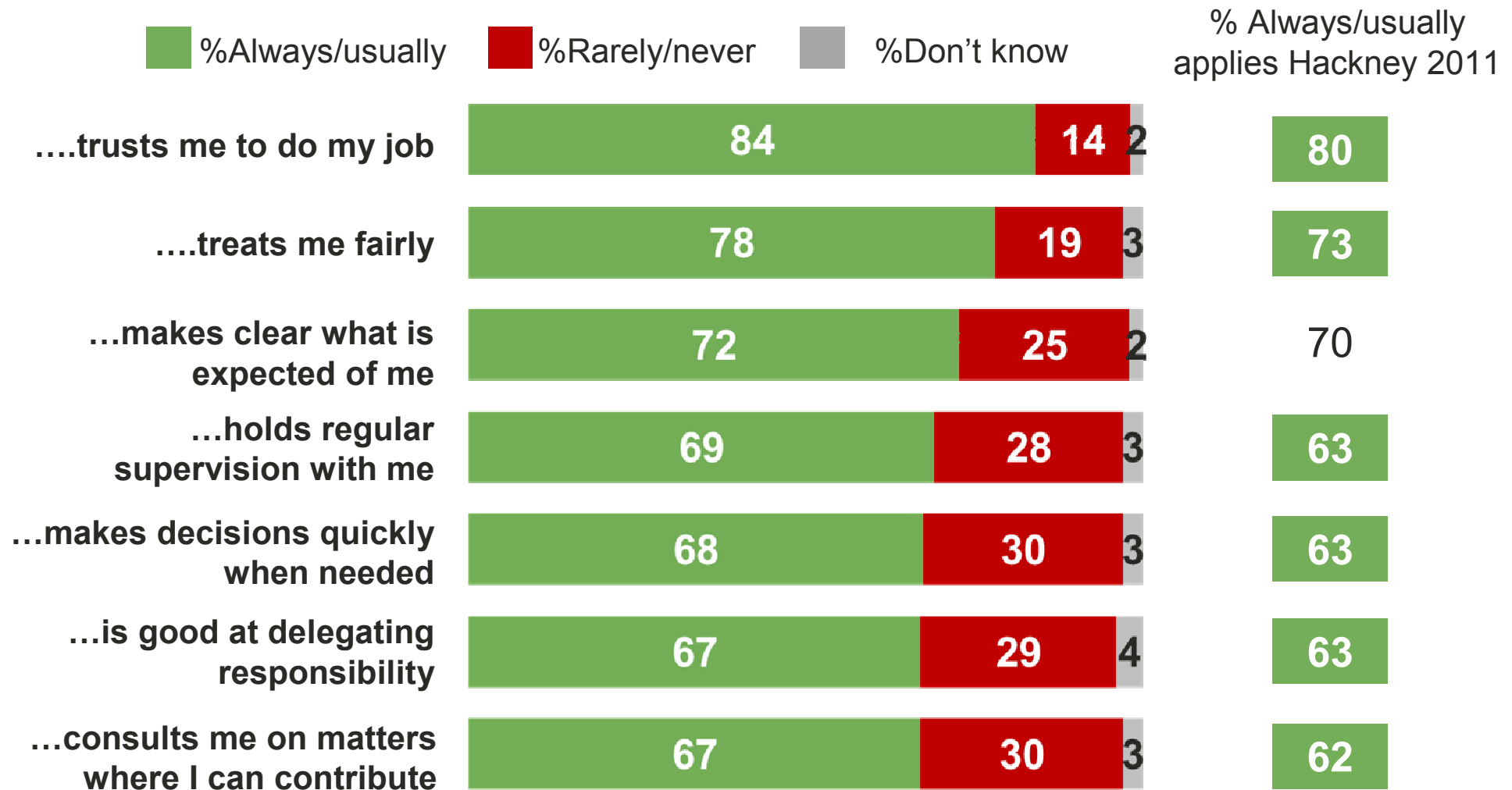
So what are the important things to focus on when it comes to promoting employee engagement?



59.2% of variation explained by model

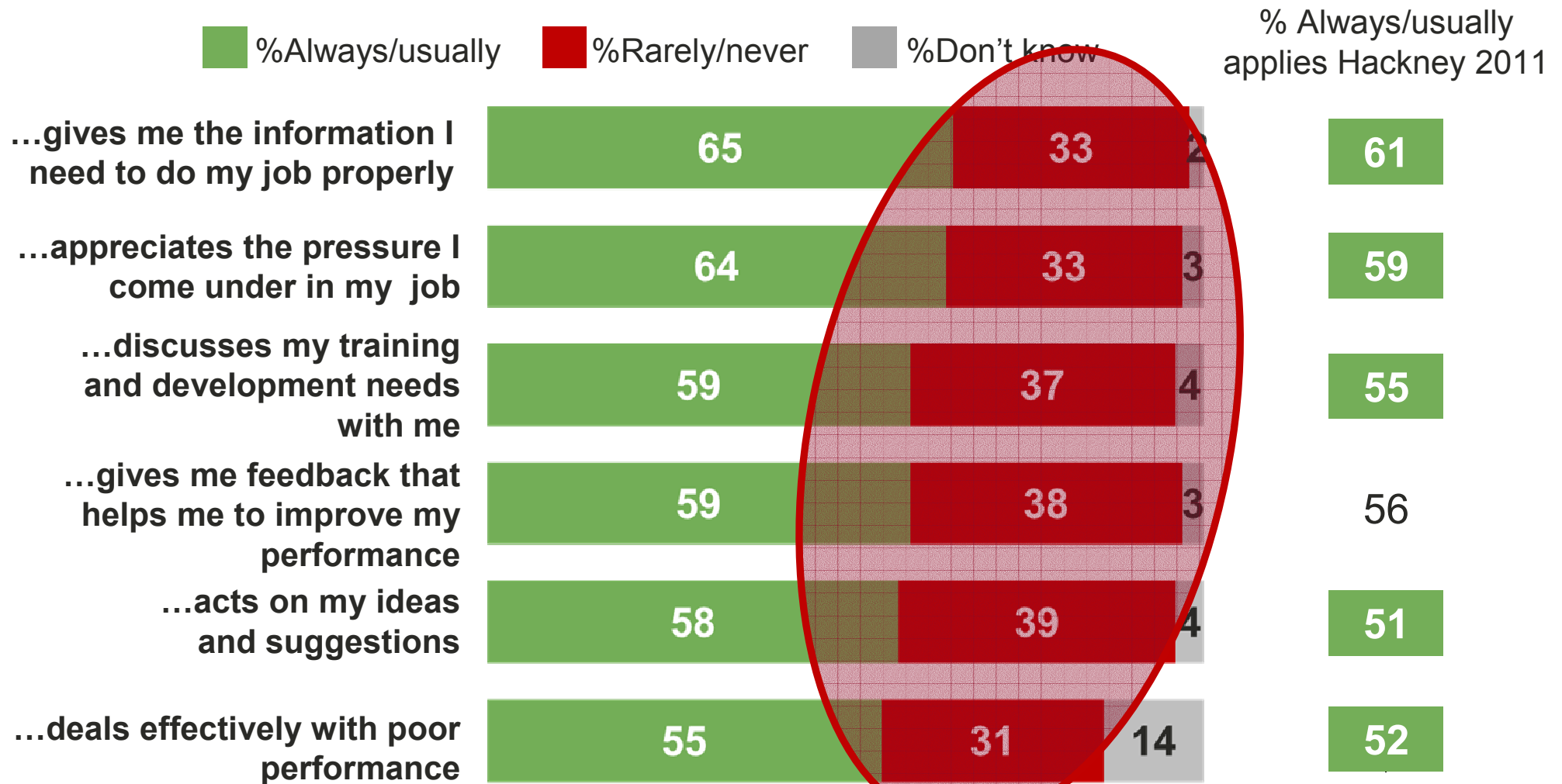
Line managers are rated positively on many aspects of line management. And improvement on many measures since last wave

Q Please indicate how often these apply to your immediate line manager...



Whilst other aspects of line management are also rated better than in 2011, some gaps in terms of the support staff are receiving

Q Please indicate how often these apply to your immediate line manager...



Most staff have appraisals: evidence this leads to better overall views about line managers

86%



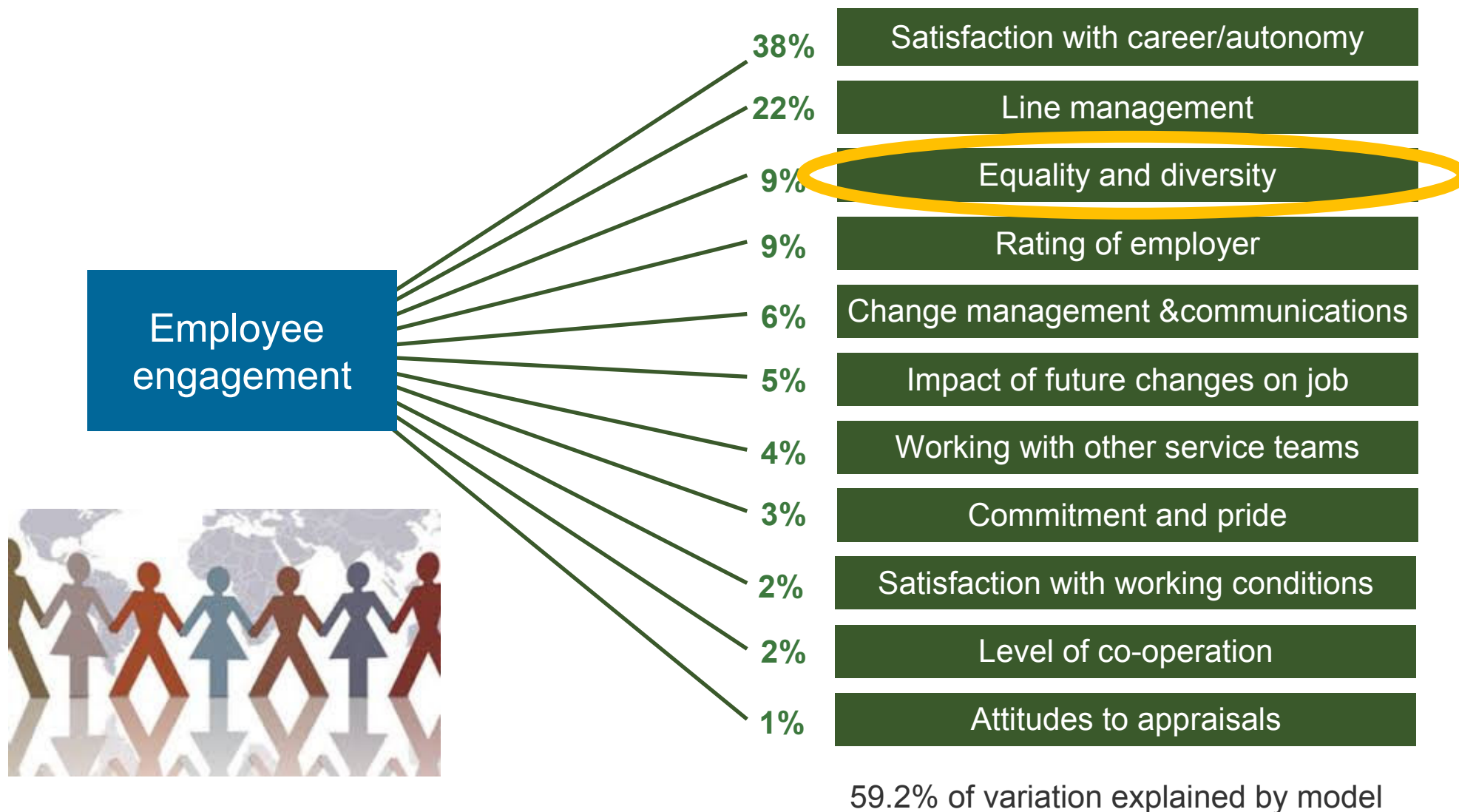
of staff have had a performance appraisal in the last year

91%...
Finances &
Resources

80%...
Children &
Young People

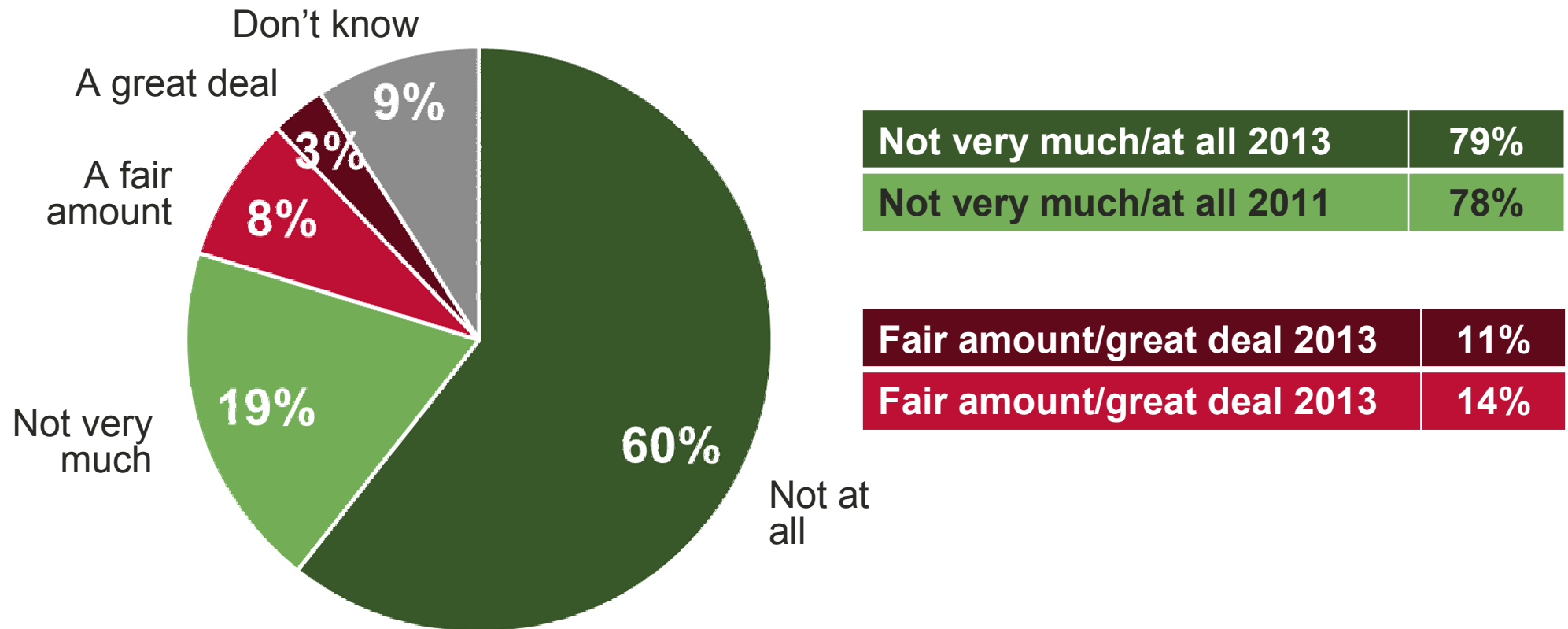
77%...
Hackney
Learning Trust

Views about equality and diversity in the council are also important for employee engagement in Hackney



Just 1 in 10 staff say they have experienced discrimination - a significant fall since 2011

Q. To what extent, if at all, have you felt discriminated against at Hackney Council in the last 12 months? We define discrimination as 'less favourable or negative treatment'.

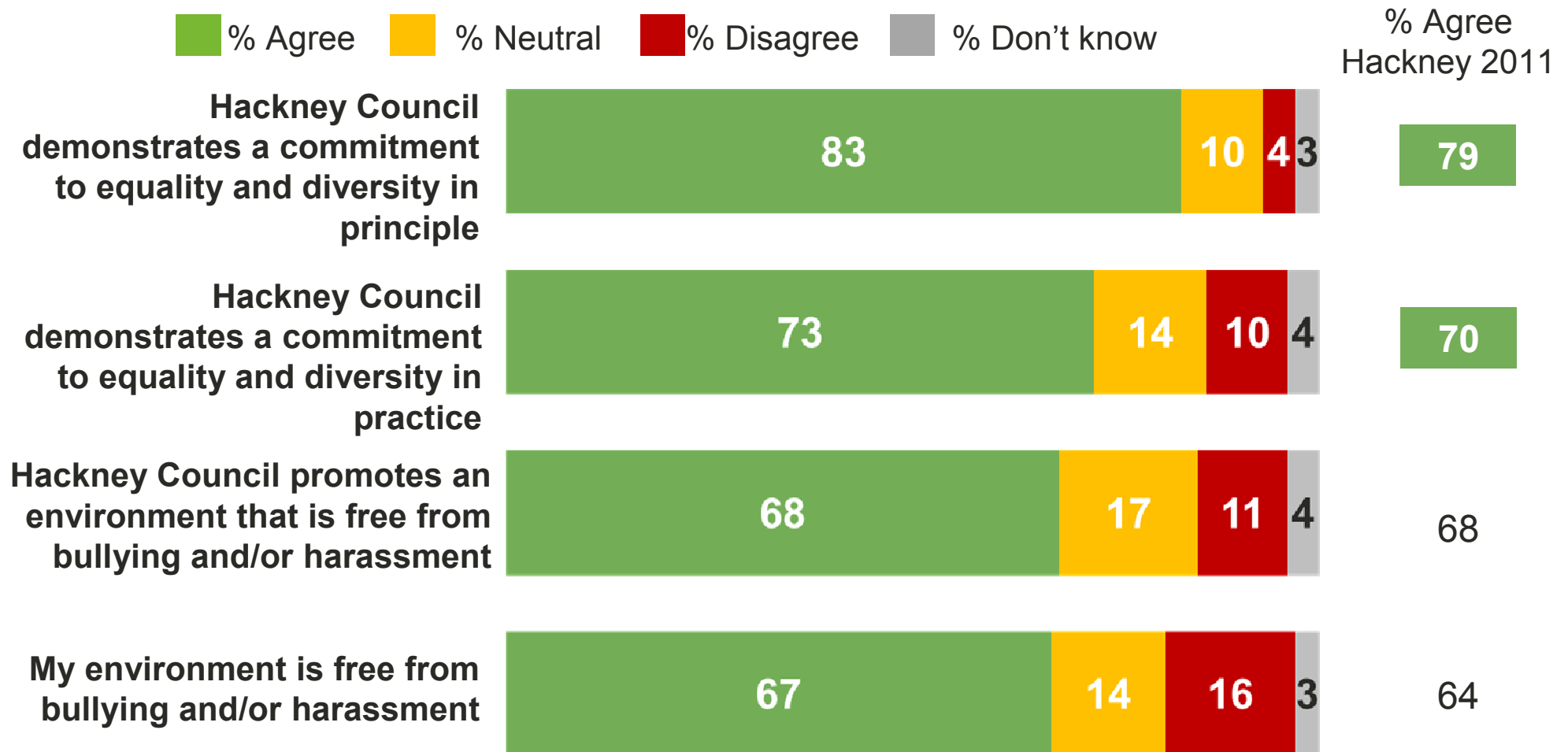


Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

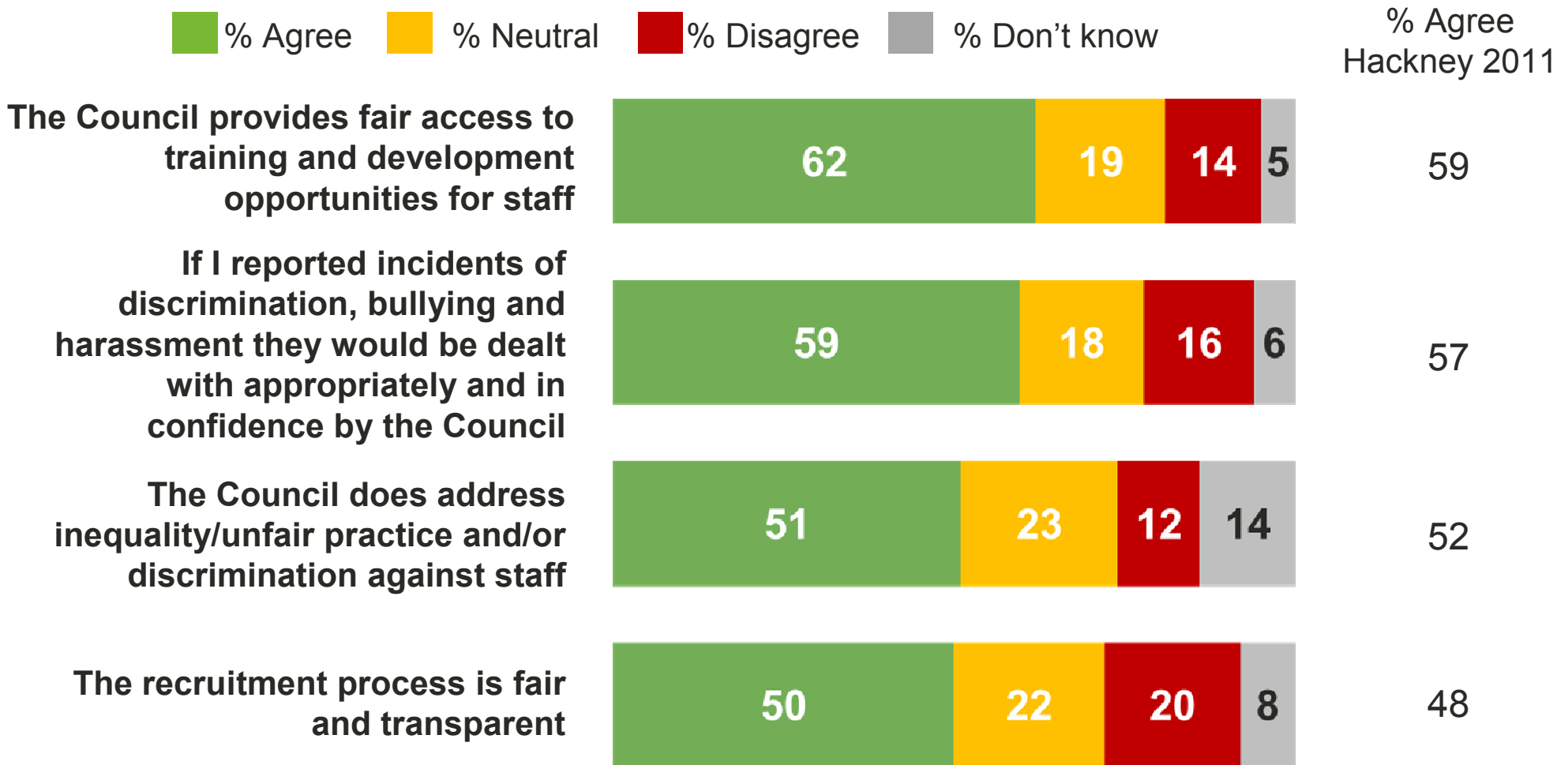
Most staff believe the organisation is committed to equality and diversity in principle AND in practice – more so than in 2011

Q *The following statements relate to equality and diversity within Hackney Council. Please indicate to what extent you agree or disagree with each.*

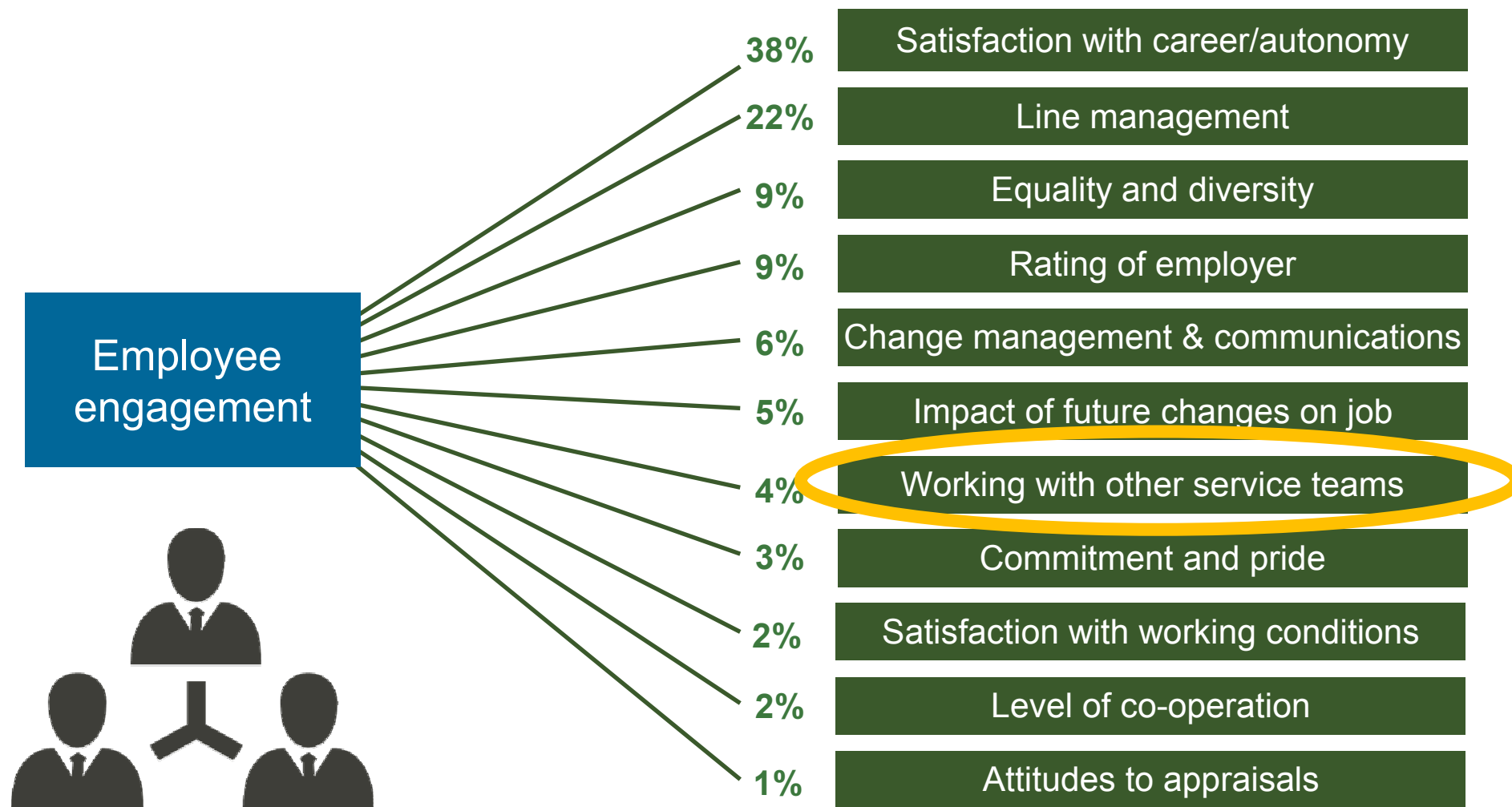


Views on other aspects of equality and diversity are more mixed, although largely unchanged since 2011

Q *The following statements relate to equality and diversity within Hackney Council. Please indicate to what extent you agree or disagree with each.*



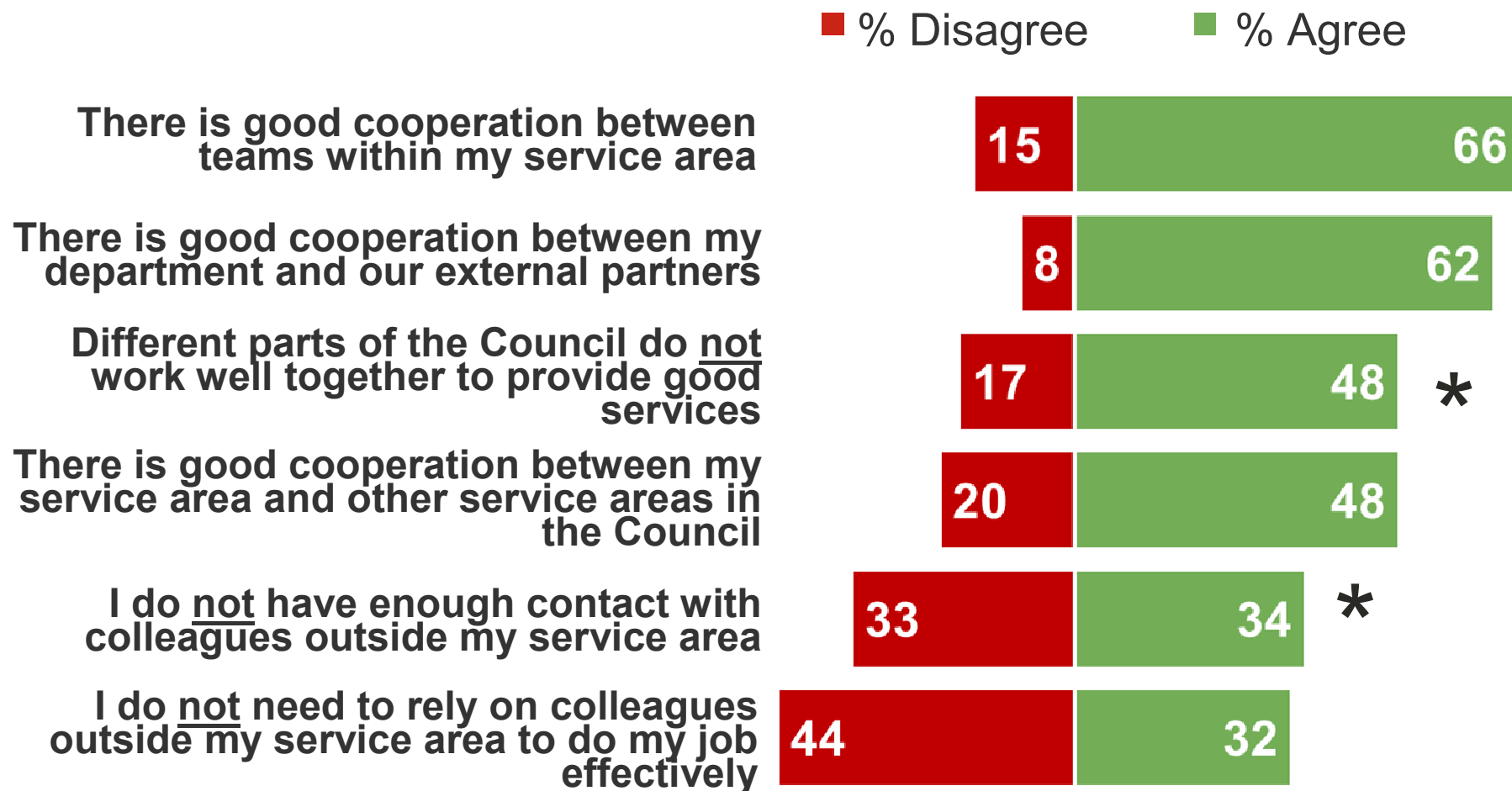
The survey also highlights some issues around team working and engagement *across* the organisation



59.2% of variation explained by model

Mixed thoughts on co-operation: mostly good within service areas, but less so between different parts of the council

Q. To what extent do you agree or disagree with each of the following statements?

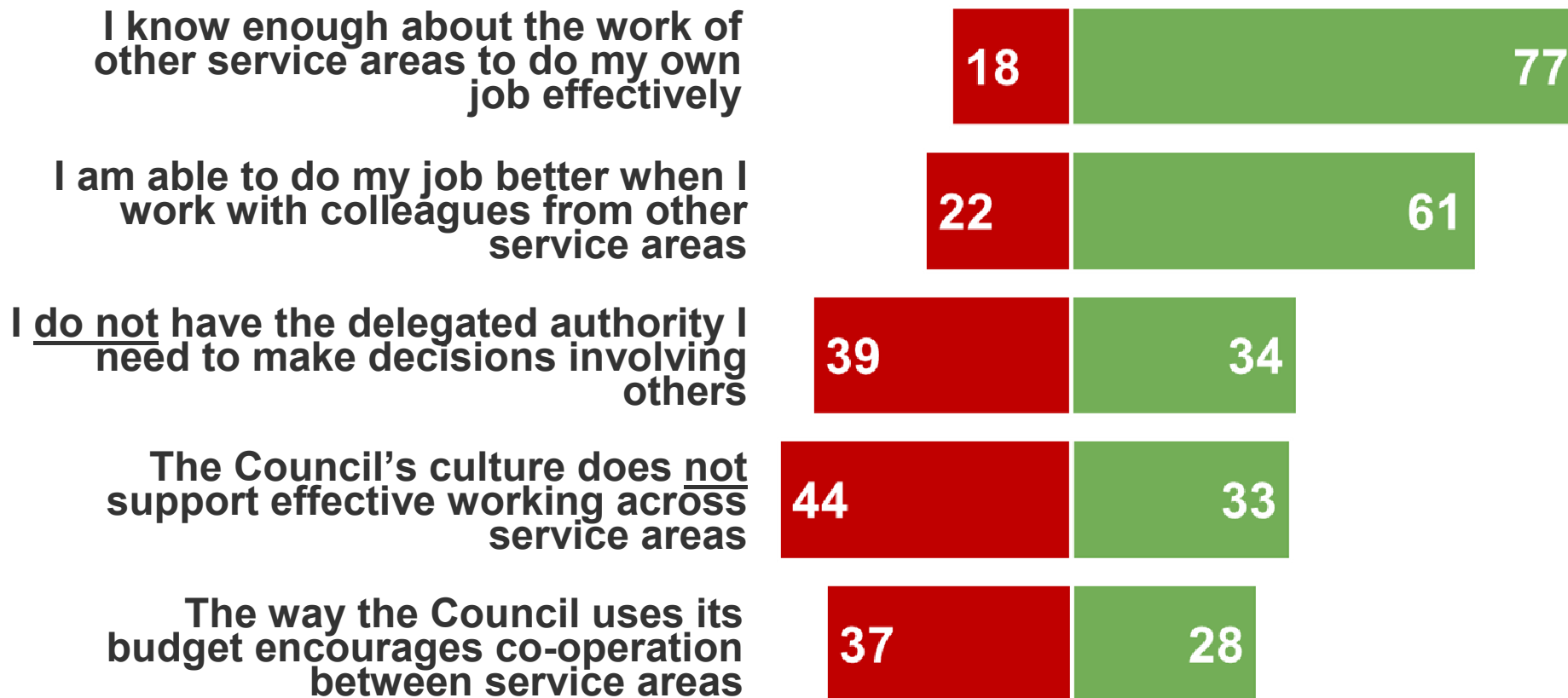


About 1 in 3 staff do not think the Council delegates authority to staff when involving others, or encourages teamwork and co-operation

Q. How far, if at all, do you think that each of the following statements applies to working for Hackney Council?

■ % Not very much/ not at all

■ % A great deal/ a fair amount

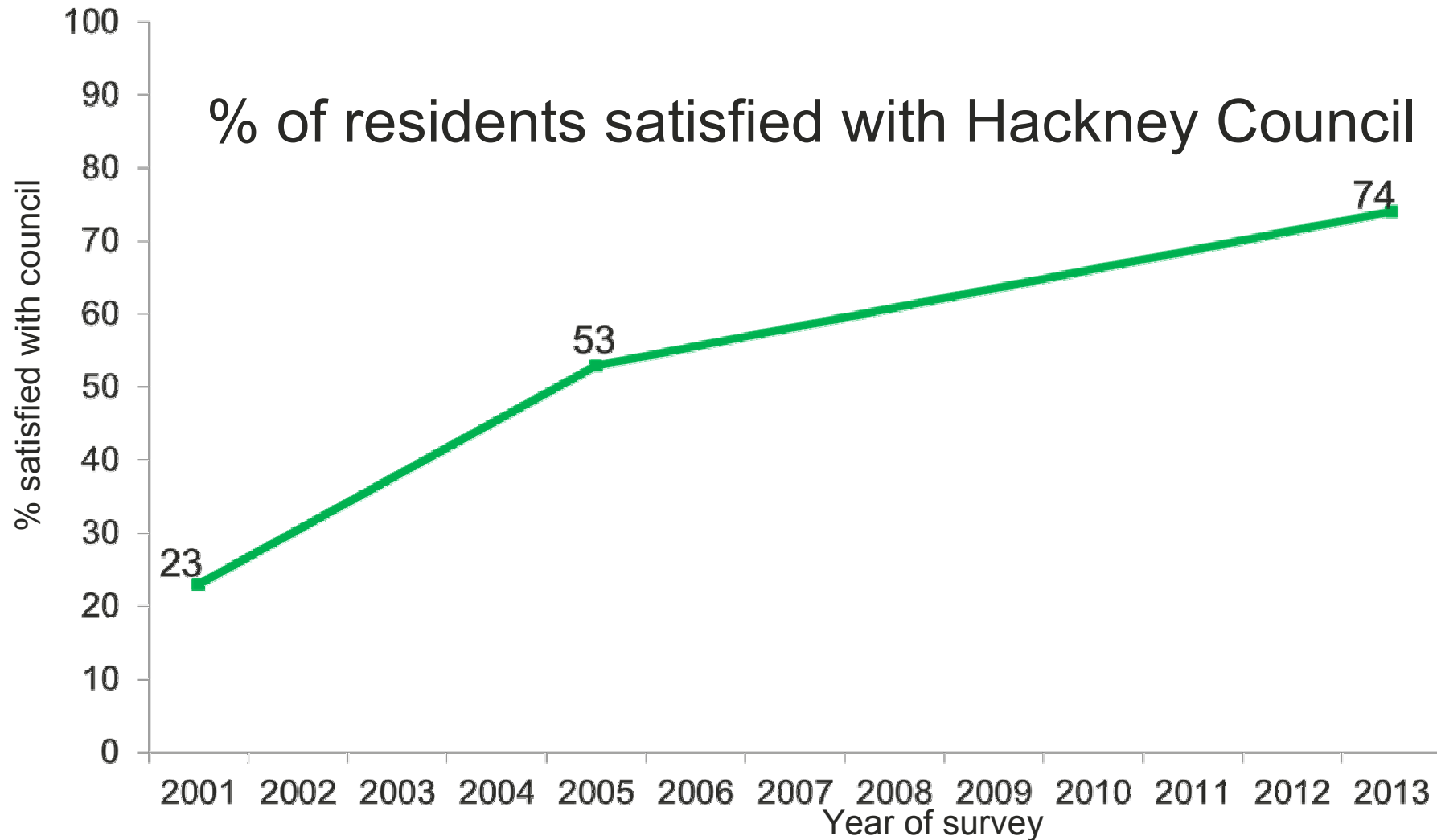




ne of the council's biggest challenges ahead... managing change

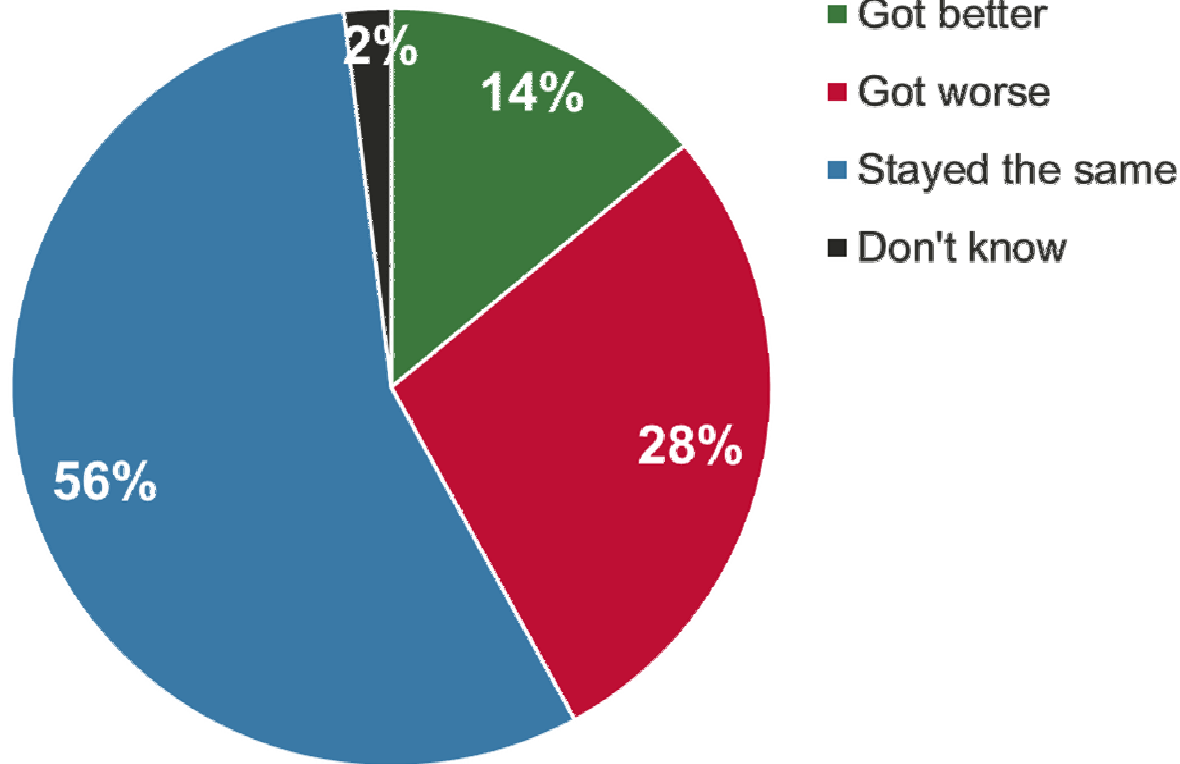
From the outside change so far looks to have been well managed...

Q Overall, how satisfied or dissatisfied are you with the way Hackney Council runs things?



In fact, nationally most of the public hasn't seen much change in their council's services... yet

Q *On balance, do you think services provided by your local council have got better or worse over the last 12 months, or do you think they have stayed the same?*



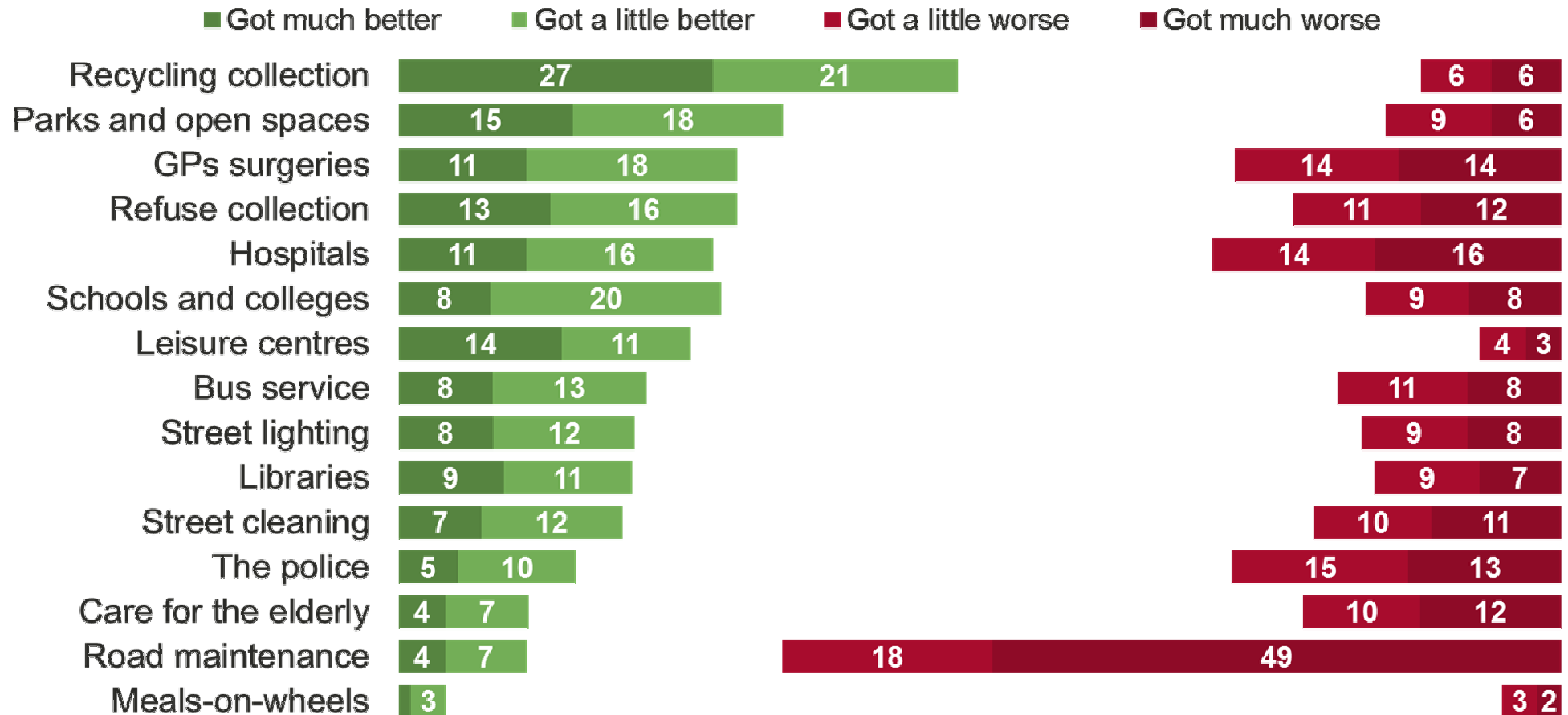
Net better	
GB	-14
London	-7
South	-11
Midlands	-8
North	-27

Base: 1,007 adults aged 18+ in Great Britain, August 2013

Source: Ipsos MORI Political Monitor

Nationally as many services improving as deteriorating

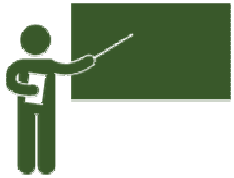
Do you think each service has got better or worse in the last five years, or has it stayed the same?



Base: 1,031

Source: BBC October 2013

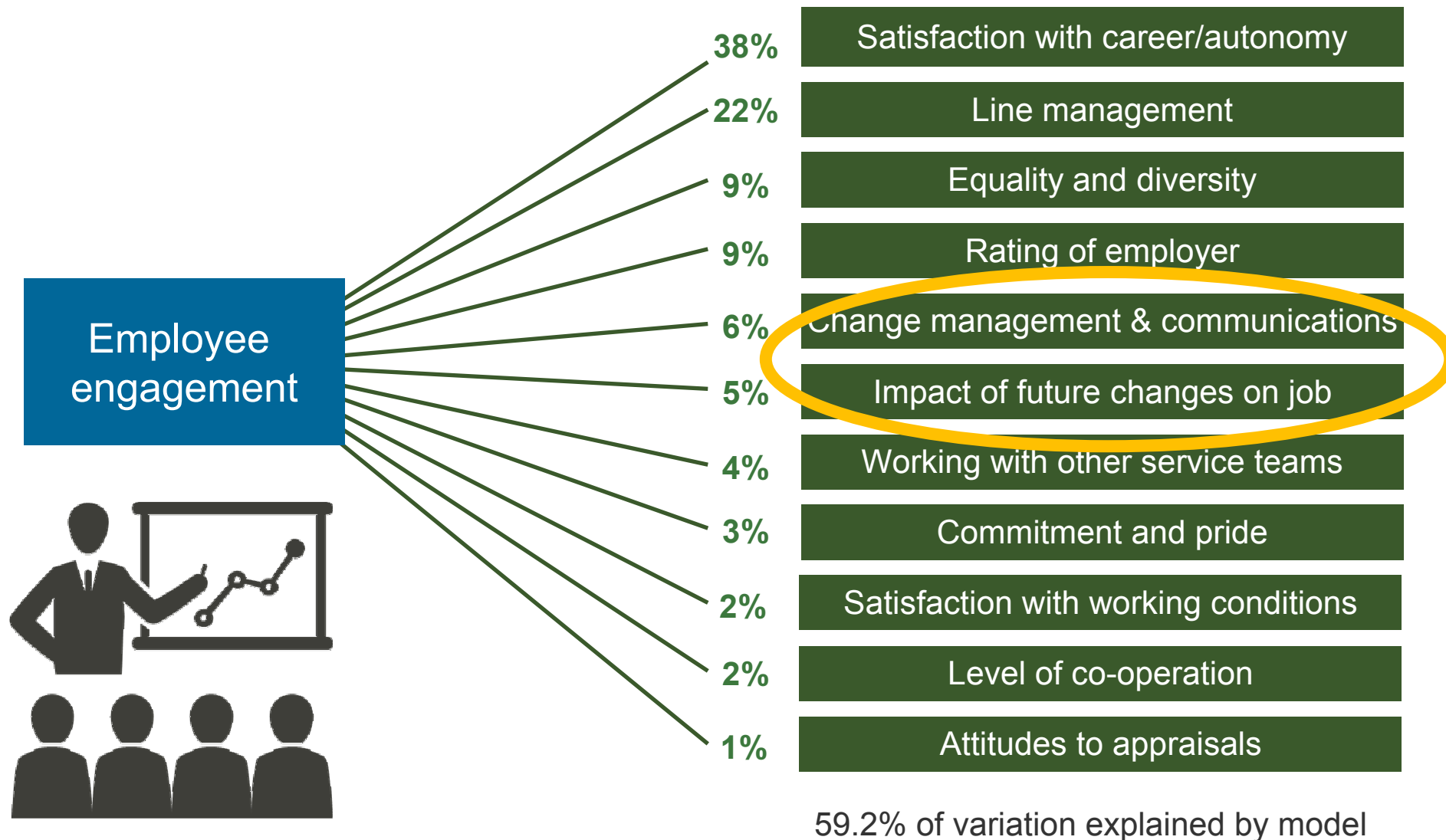
And in Hackney, most staff still regard the service provided by the council to its customers (i.e. residents and service users) positively



78%

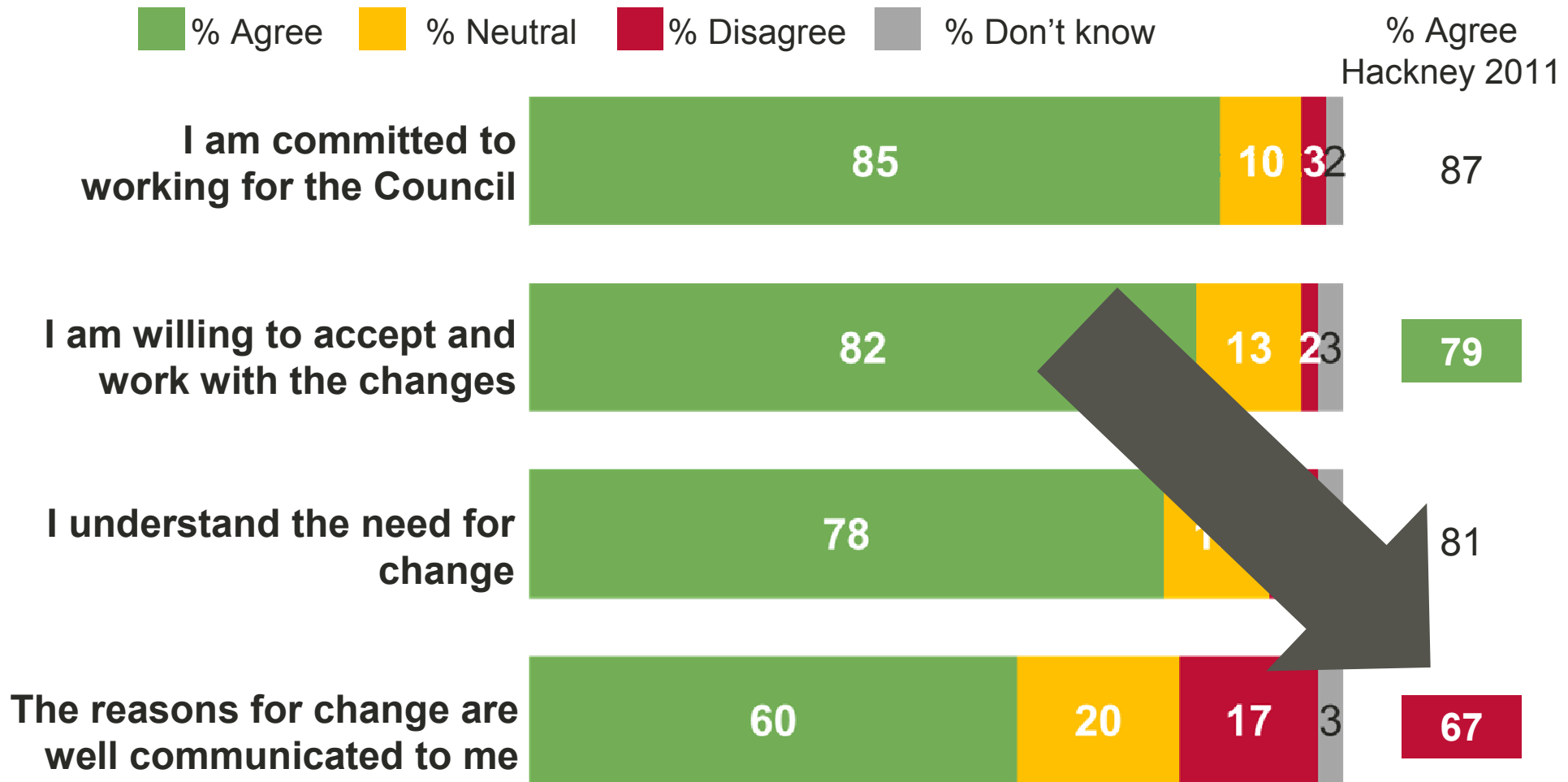
of staff rate the
service as 'good'...
... *in line with 2011
findings (77%)*

But what is the impact of change internally?? We know change management and comms is important to employee engagement



Internally, the majority of staff understand the need for change and to work with it – BUT, communication challenges remain

Q Here are a number of statements about change at Hackney Council. Please indicate to what extent you agree or disagree with each.



More negative sentiment regarding engagement around, and management of, change

Q Here are a number of statements about change at Hackney Council. Please indicate to what extent you agree or disagree with each.

■ % Agree
 ■ % Neutral
 ■ % Disagree
 ■ % Don't know

% Agree Hackney 2011



Worth noting that managing change is a challenge for many

Q. Here are a number of statements about change at Hackney Council. Please indicate to what extent you agree or disagree with each. "Change here is well managed"

 '13

■ % Disagree ■ % Agree



RECENT LA SURVEYS

London Borough '12



Northern Unitary '13



Midlands CC '13



East of England CC '11



Northern Unitary '13



IPSOS NORMS

UK local authority norm



UK public sector norm



UK private sector norm



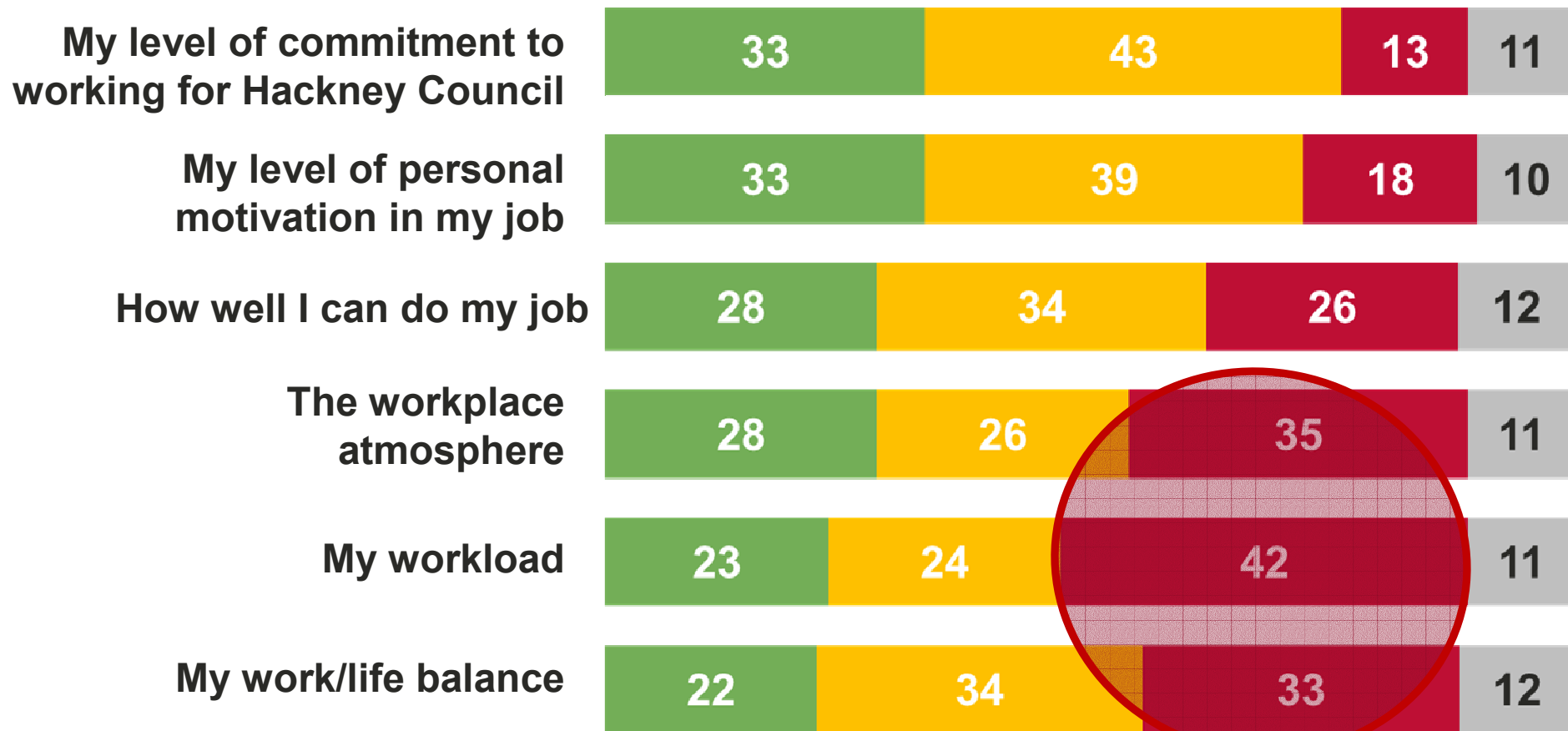
Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

But, some real apprehensions about the impact of change on employees' day-to-day job – important to address these

Q Over the next year, what difference, if any, do you think the changes within Hackney Council will make to each of the following aspects of your working life?

■ % Better
 ■ % Neutral
 ■ % Worse
 ■ % Don't know



So what
next?

where

?

who

how

when

why

n conclusion... an overall positive balance sheet

- Attitudes to the Council as an employer have held up very well over the last two years, despite the tough conditions facing the local government sector.
- Overall, staff remain well-disposed towards their employer and to their work: **job satisfaction** is up and **advocacy** remains steady.
- Some significant improvements in attitudes to the work staff do, their **line managers** and some aspects of **equality and diversity**.



But, some important things to consider in terms of managing future change and maintaining an engaged workforce

- Employees remain concerned about how **change in the council** is being managed: **are there better ways to engage staff about the issues and demonstrate strong leadership?**
- Staff are anxious about things getting tougher and what this means for **workload** and **work-life balance**: **reassurances may be necessary?**
- Whilst there have been improvements in line management, there are **clear gaps** in terms of the support staff are receiving: **clarity on line manager role and expectations? Better promotion of autonomy and career development to help staff feel more engaged?**
- Staff are divided on the level of **co-operation** across the Council: **promote and facilitate better cross-team working and engagement?**

Throughout all this, communication will continue to be key, but does it need better targeting?



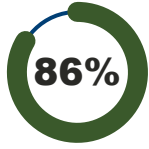
76%

feel informed about what is happening – in line with 2011 (77%)

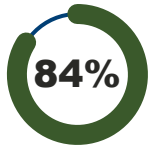
Staff who feel most informed...



PO9+ grades



Chief Executive's Directorate

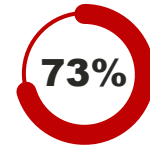


Finance & Resources

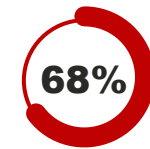


Legal, HR and Regulatory Services

...and least well informed



Not line managers



Scale 1-6 Staff



Disabled staff



Hackney Learning Trust

Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

Bear in mind that how informed staff feel about their organisation has a vital role in their wider attitudes towards it

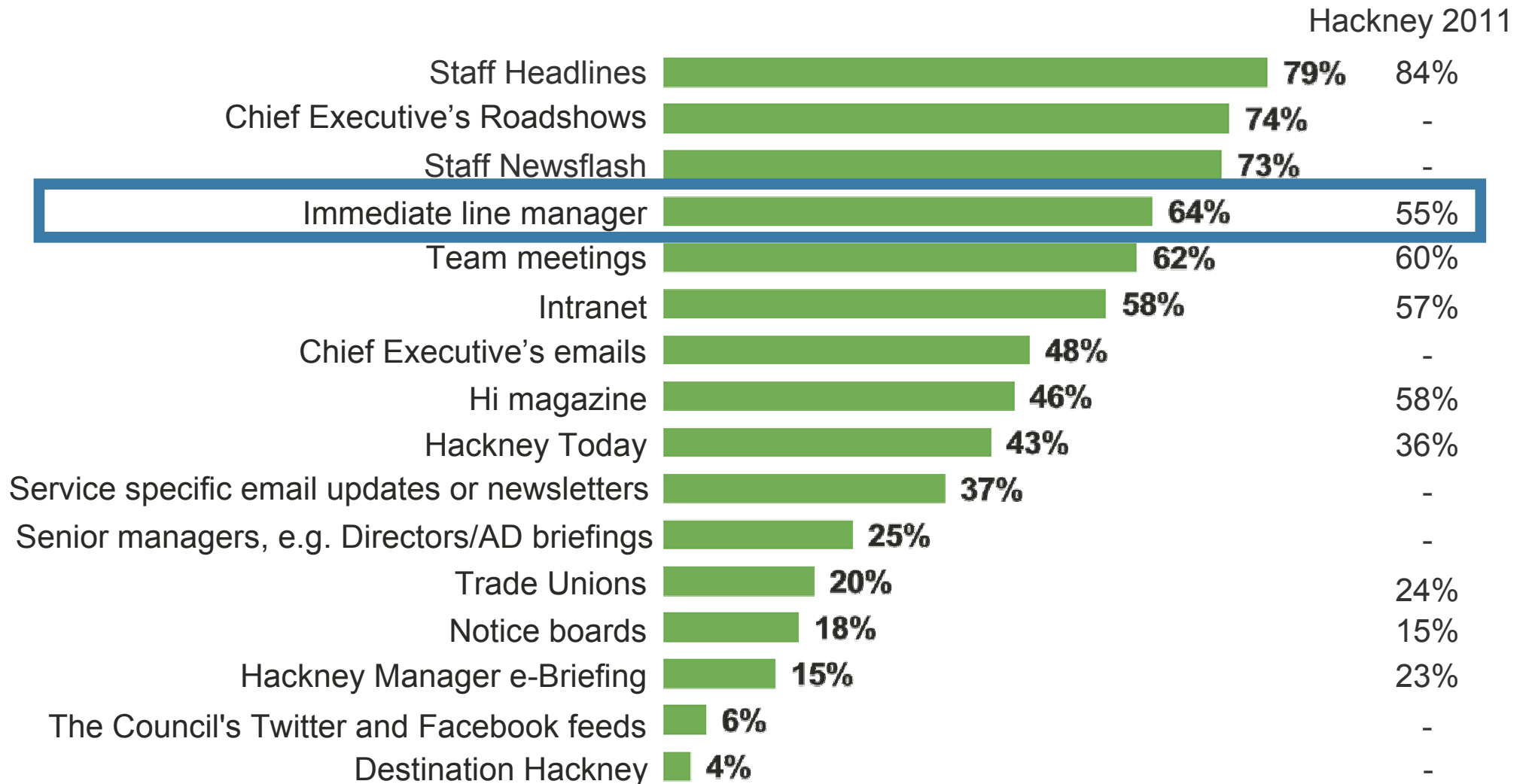
Q How well informed do you feel about what is happening at Hackney Council?		
	<i>Feel informed</i> (1,470) %	<i>Not informed</i> (408) %
Council services are good	87	54
Satisfied with job	76	47
Would speak highly of Council as employer	71	31
Council is above average compared with previous employers	59	24
Agree that change is well managed at the Council	45	13
Council is worse than a year ago	16	39

Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI

Think about best ways to target communicate: staff use a range of information sources – some more popular than others

Q. From which of these sources, If any, do you receive information about Hackney Council?



Staff Survey Balance Sheet

Positive themes.....

- Advocacy and comparisons with other employers have held up well
- Job satisfaction has gone up
- Consistently higher ratings of line managers than in 2011
- Feelings of discrimination are down
- More staff say the Council is committed to equality and diversity
- Feeling informed about things generally
- Pride in working for the Council
- Rating the service provided by the council positively

To follow up.....

- Concern about impact of changes on workload and work/ life balance
- How well change is explained to staff, particularly by senior managers
- Some elements of line management need focus
- Levels of teamwork and co-operation across the Council
- Satisfaction with job security is still comparatively low, even though it has improved since 2011

**Any
questions?**

Ipsos MORI

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