

What your staff think Results of the Hackney Council Staff Survey 2013



14 February 2014

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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....

2013 Staff Survey Have your say!

September 2013

Dear colleague,

We have asked lpsos MORI, the independent research agency, to conduct this year's staff survey. The aim of the survey is to assess the thoughts, feelings and opinions of all employees about their working life and their attitudes towards Hackney Council as an employer.

The survey will be completely anonymous, which means that no individual can be identified. The findings will allow the Council to identify areas which may need attention, as well as to monitor the effect of changes that we have experienced over the last two years and its effect on our staff.

Hackney, alongside every other local authority, has needed to adjust to some major changes over the last few years as a result of the considerable pressure on budgets. As a Council, we have reacted well to these challenges, and proved very realient and resourceful. However, it is very important that we get a sense of how these recent and ongoing changes have affected all of our members of staff and how we can continue to ensure that Hackney Council is a good place to work.

The staff survey opens on Monday 23 September and closes on Friday 1 November. For the survey to be accurate and successful, it is important that as many people as possible take part, either via the web link sent to you on email, or via this paper copy. Please see staffroom.hackney.gov.uk/staff-survey for more information.

The survey will take 15-20 minutes to complete. Please return your completed survey in the freepost envelope provided by no later than Friday 1 November. You do not need a stamp. Once the survey is completed, 1 will contact all staff again with the results, and how we plan tackle any issues. It is important for the findings that you only complete the survey once. Your replies will be treated in the strictest confidence. No attempt will be made to link answers to personal details. Analysis of the survey findings will look at the pattern of results, not at your individual answers.

f you have any questions, please contact Chris Rigby (chris.rigby@jpsos.com) at Ipsos MORI in confidence on 0161 240 2401 during working hours. Thank you for taking the time to complete the survey – 1 loor This Shields Chief Executive The Shields Chief Executive Chief Executive

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....and an online option

2013 Staff Survey

Have your say!

12% Complete

Below is a list of things that a job may offer. Please indicate how satisfied or dissatisfied you are with each of these factors in YOUR job.

Please select one option for each row

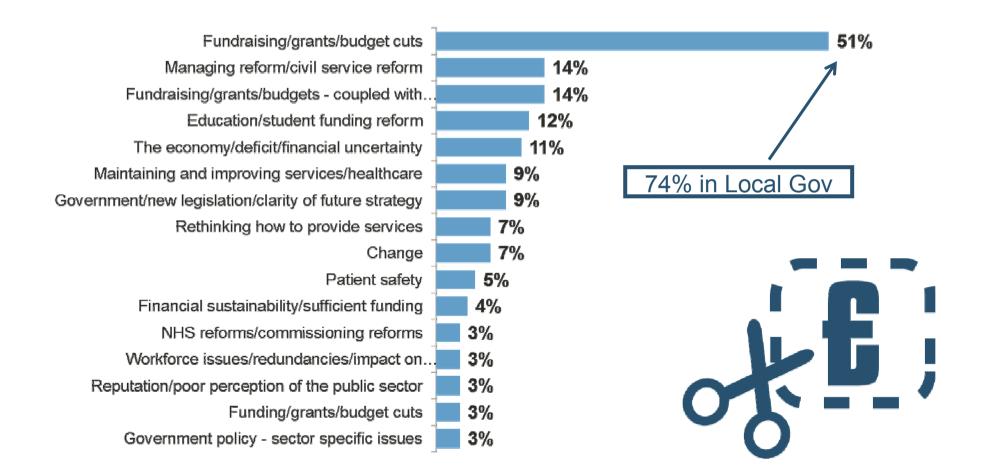
Having sufficient resources to do my job The ability to develop my career Receiving the training I need to do my job well Making the best use of my skills and abilities Teamwork/Feeling part of a team Dab security Level of responsibility Doportunities to show initiative Working hours Basic pay The quality of buildings/offices I work in Basic pay Compare the compar		Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know / no opinion
Receiving the training I need to do my job well Aking the best use of my skills and abilities Teamwork/Feeling part of a team Team	Having sufficient resources to do my job	۲	\bigcirc	0	\bigcirc	\bigcirc	0
Making the best use of my skills and abilities Teamwork/Feeling part of a team Job security Level of responsibility Opportunities to show initiative Working hours Basic pay The quality of buildings/offices I work in Deck NEXT O BACK NEXT O BA	The ability to develop my career	0	۲	0	0	0	0
Teamwork/Feeling part of a team	Receiving the training I need to do my job well	\bigcirc	\bigcirc	۲	\bigcirc	\bigcirc	\bigcirc
Job security Level of responsibility Opportunities to show initiative Working hours Basic pay The quality of buildings/offices I work in Basic Day C BACK NEXT BACK NEXT About Ipsos MORI - Privacy Polic	Making the best use of my skills and abilities	0	0	۲	0	0	0
Level of responsibility Opportunities to show initiative Opportuni	Teamwork/Feeling part of a team	\bigcirc	\bigcirc	۲	\bigcirc	\bigcirc	\bigcirc
Opportunities to show initiative	Job security	0	۲	0	0	0	0
Working hours	Level of responsibility	\bigcirc	\bigcirc	\bigcirc	۲	\bigcirc	\bigcirc
Basic pay The quality of buildings/offices I work in Back NEXT BAC	Opportunities to show initiative	0	0	0	0	۲	0
The quality of buildings/offices I work in The quality of buildings/offices I work in DACK NEXT O About Ipsos MORI - Privacy Polici	Working hours	\bigcirc	۲	0	9		
C BACK NEXT (939/ About Ipsos MORI - Privacy Polici	Basic pay	\bigcirc	0	۲			
About Ipsos MORI - Privacy Policy	The quality of buildings/offices I work in	\bigcirc	۲	0			
		About Ipsos			Ŭ		

mportant 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?

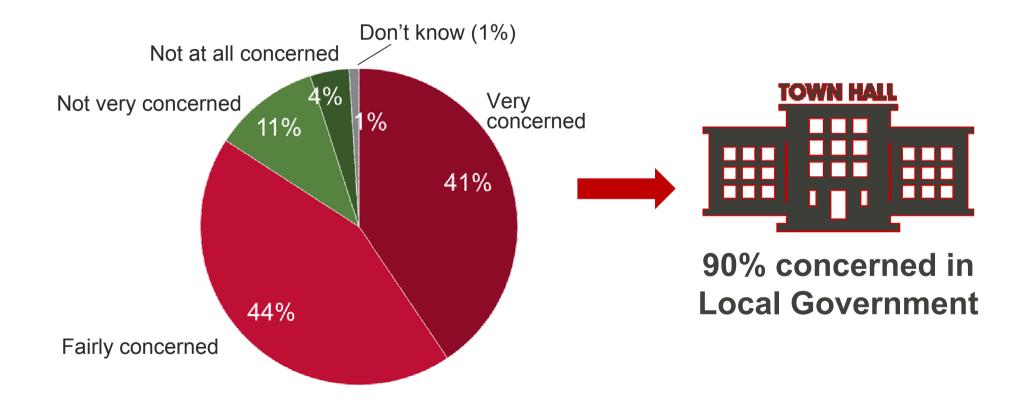


Base: 200 public sector interviews; 50 interviews in each of the following sectors: Central government, Local government, NHS and Education. Fieldwork 7 January – 2 February 2013

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?



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

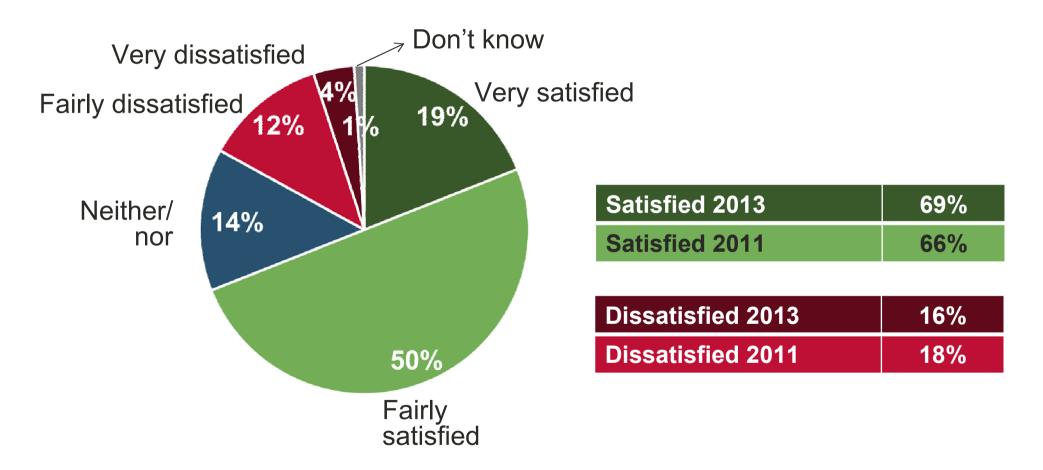
ositively, Hackney seems to be managing well in the circumstances... some strong performance on key job satisfaction measures





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

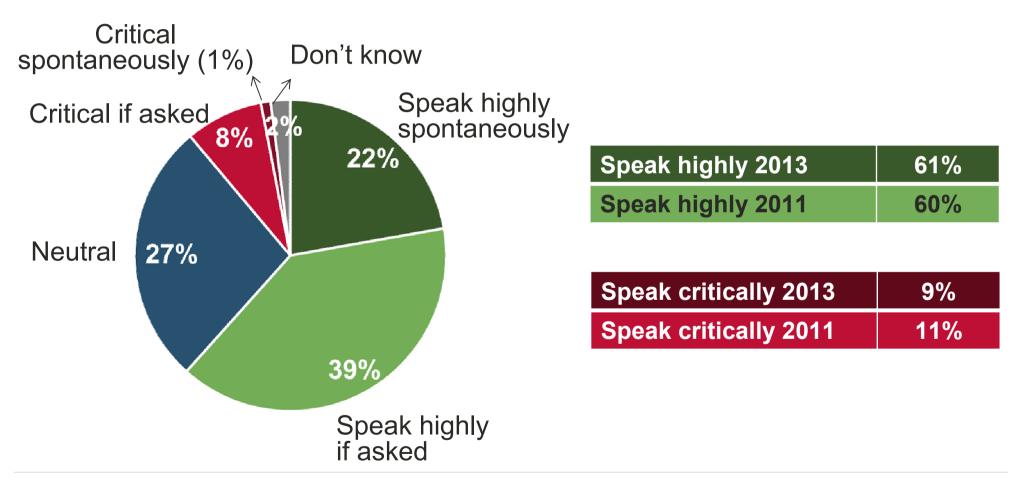
Q. Overall, how satisfied or dissatisfied are you with your present job?





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?

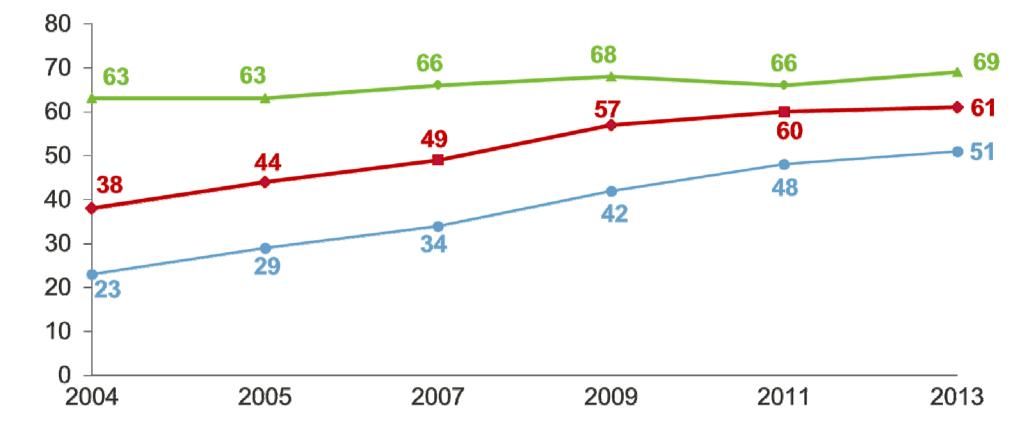




In fact, looking longer-term, we are seeing some positive trends in relation to key job satisfaction measures...

------% Satisfied with job

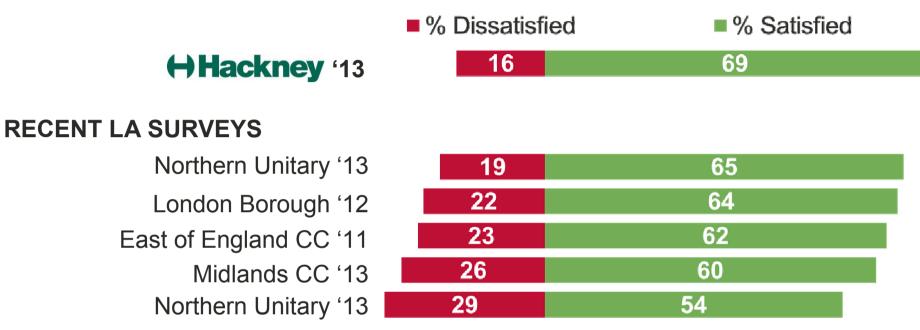
---% Rate the Council better than other employers



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

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?



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UK local authority norm UK public sector norm UK private sector norm

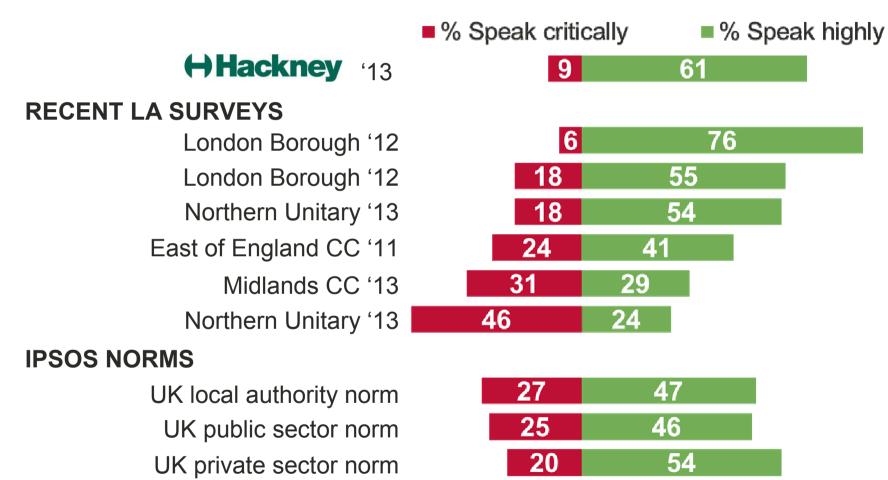


Base: All staff participating in survey (1,927); 23 September - 8 November 2013



... 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?



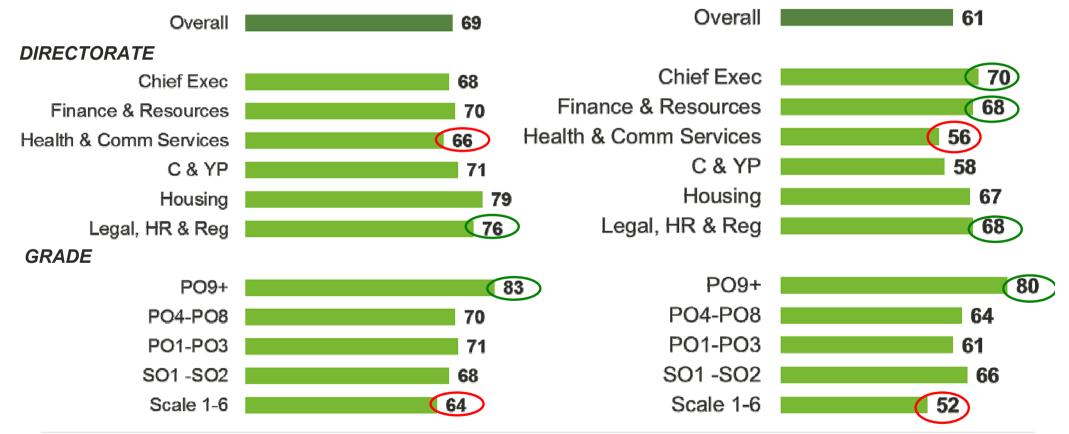
Base: All staff participating in survey (1,927); 23 September - 8 November 2013



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

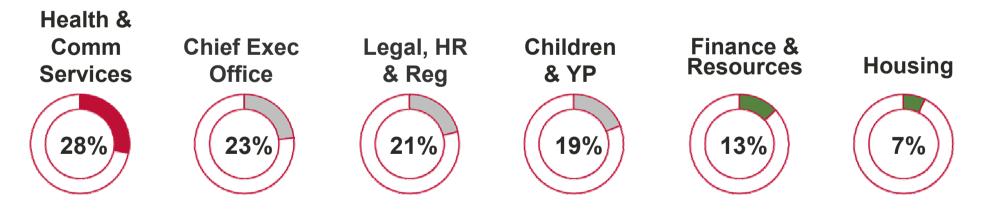
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How has the Council changed as an employer compared to a year ago?

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

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

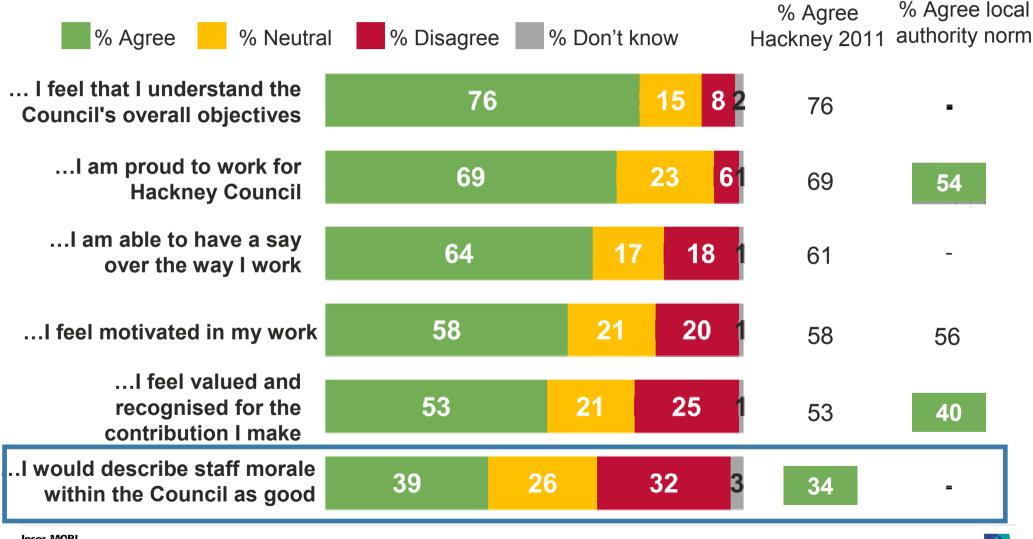


Base: All staff participating in survey (1,927); 23 September – 8 November 2013; green coloured pie means figure is above average, and red coloured pie means the figure is below average

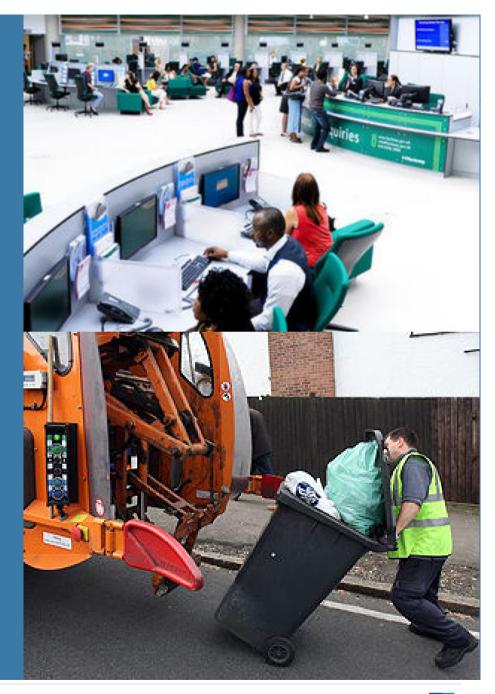


Most staff still feel proud and motivated to work for the council. Morale is still relatively low, but an improvement on last time

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



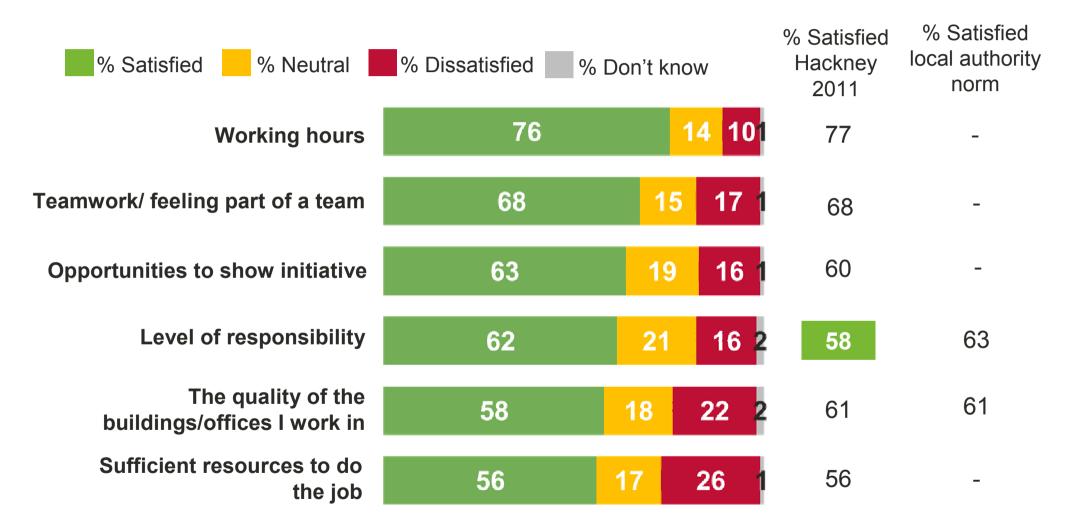
atisfaction varies for specific aspects of the job....





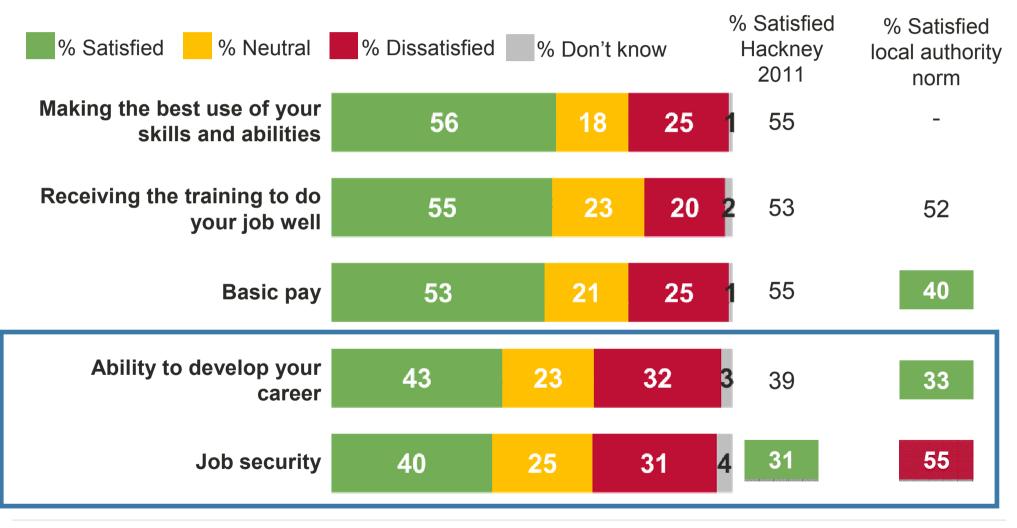
Little change on last time... satisfaction remains highest for working hours and teamwork

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?

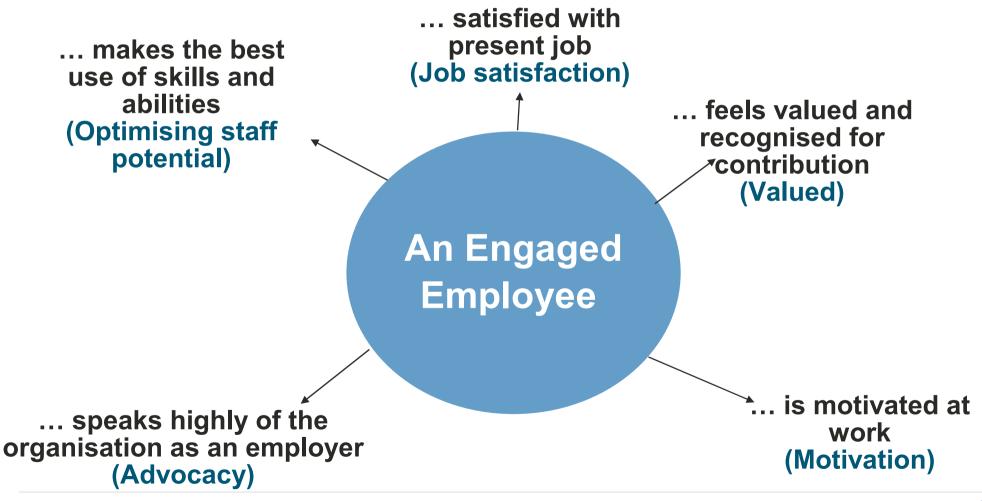


Ipsos MORI Public Affairs Base: All staff participating in survey (1,927); 23 September – 8 November 2013

o what's important to keeping employees engaged?

The Employee Engagement Model

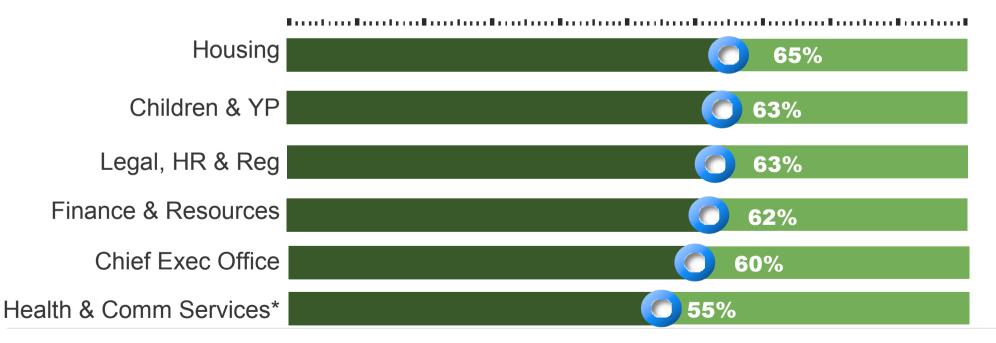
We cannot ask workers 'how engaged are you?', but we do know that an engaged employee is someone who is...



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



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

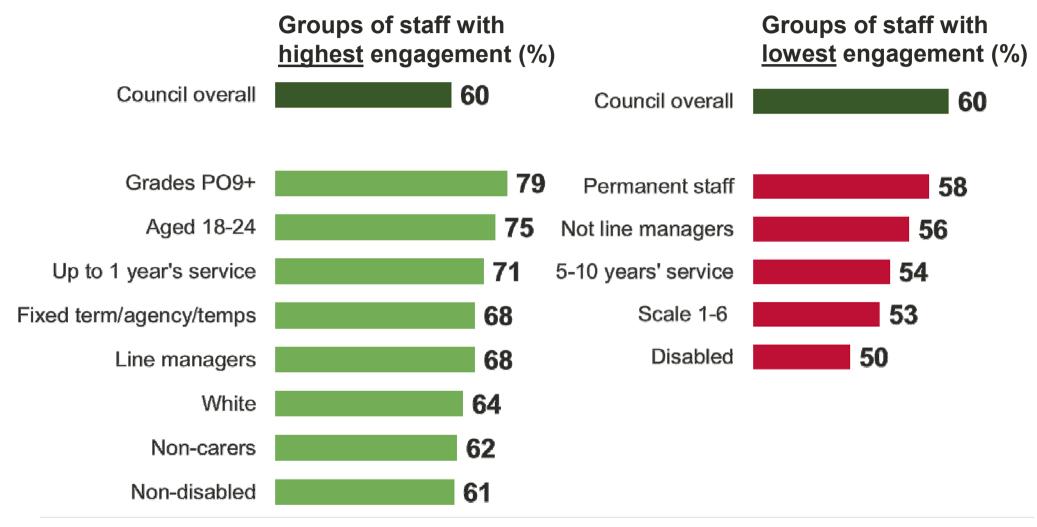


 Ipsos MORI
 Base: All staff participating in survey (1,927); 23 September – 8 November 2013. * = significant difference from the Hackney

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 average

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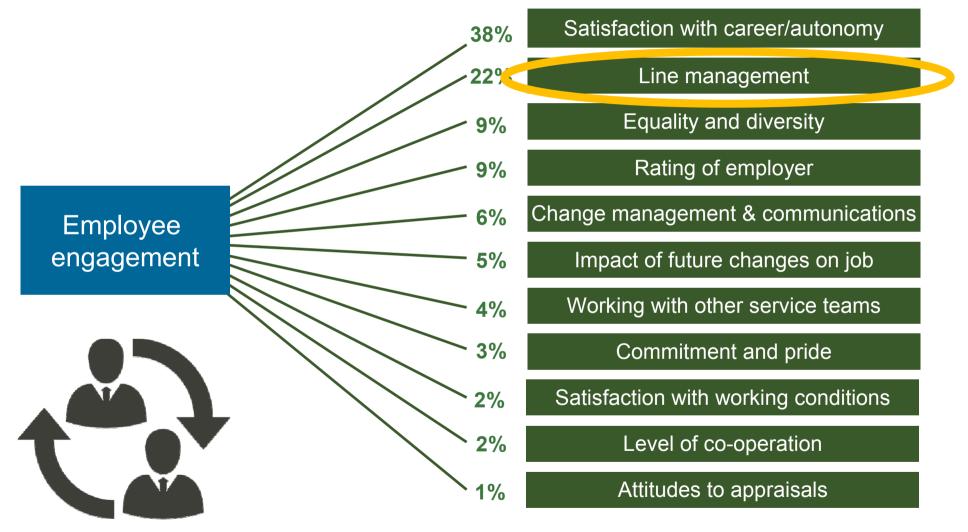
Engagement varies most widely by grade, length of service, contract status and health



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



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



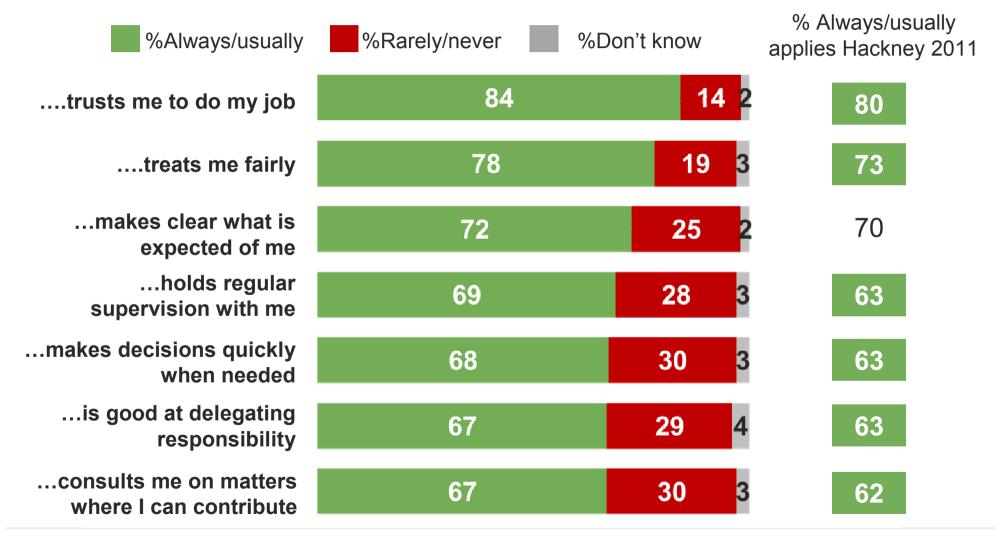
59.2% of variation explained by model

Ipsos MORI Public Affairs Base: All staff participating in survey (1,927); 23 September and 8 November 2013.



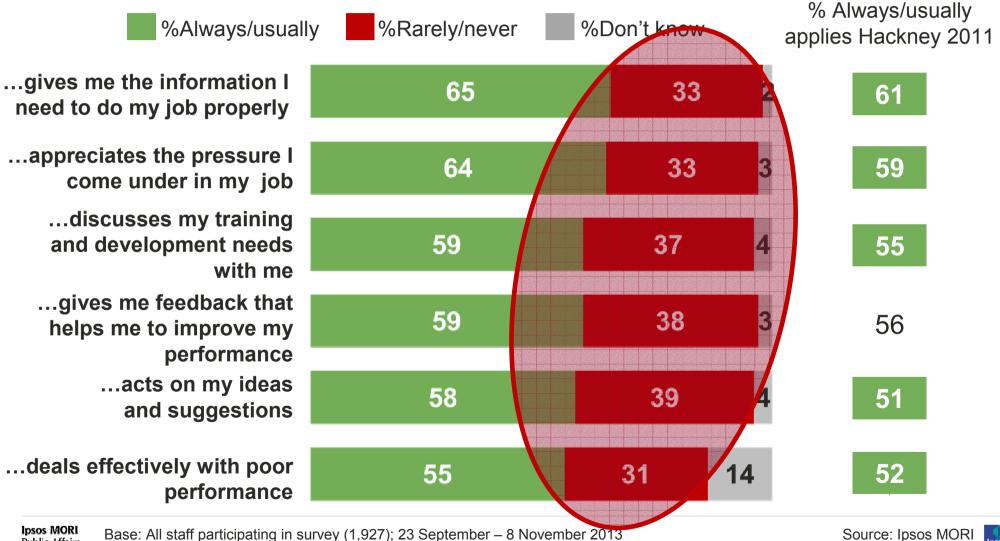
Line managers are rated positively on many aspects of line management. And improvement on many measures since last wave

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



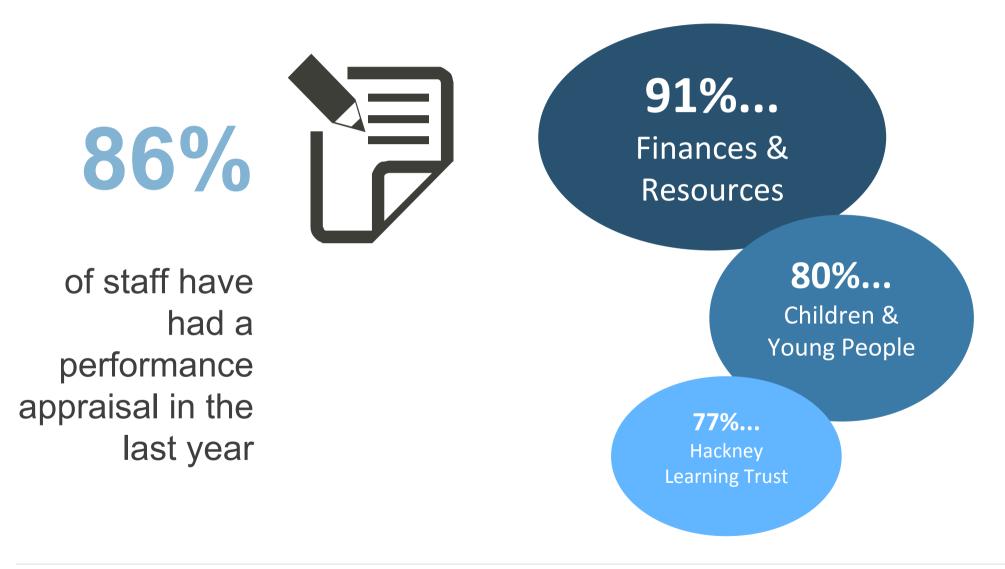
Whilst other aspects of line management are also rated better than in 2011, some gaps in terms of the support staff are receiving

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

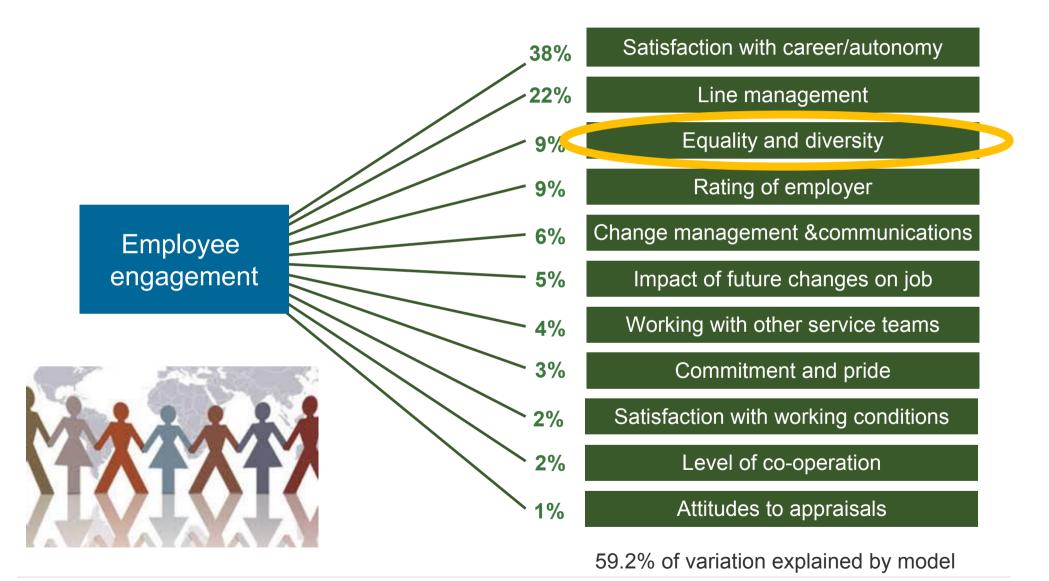


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Most staff have appraisals: evidence this leads to better overall views about line managers



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



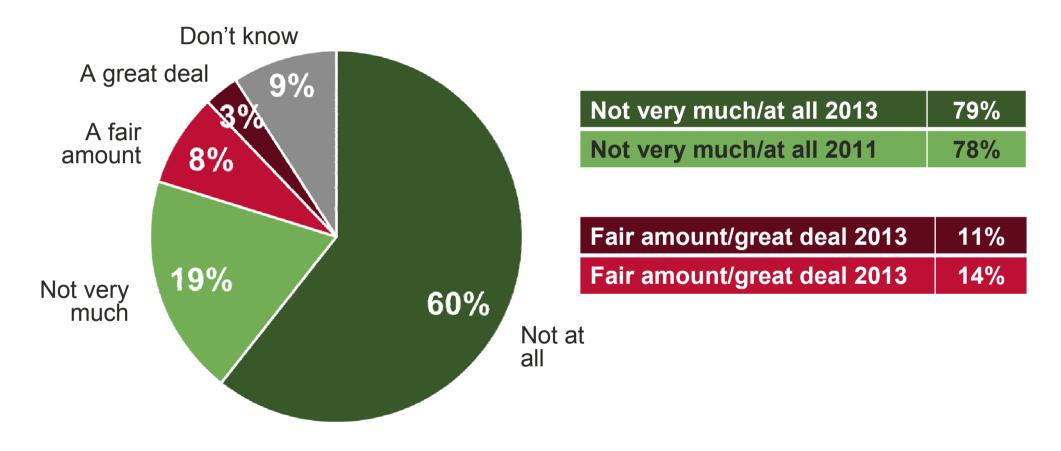
Ipsos MORI Public Affairs Base: All staff participating in survey (1,927); 23 September and 8 November 2013.

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

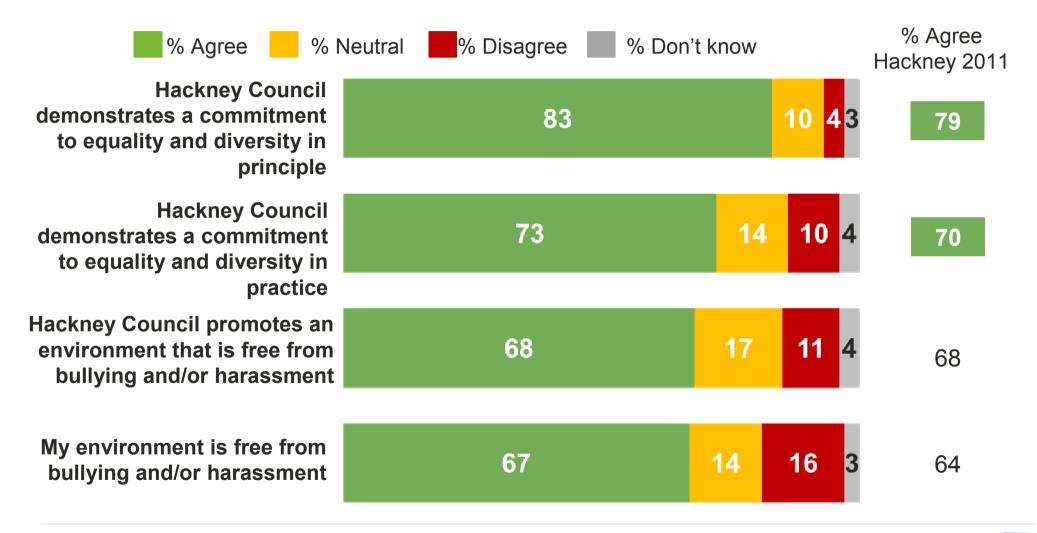
Q. To what extent, if at all, have you felt discriminated against at Hackney Council in the last 12 months? We define discrimination as 'less favourable or negative treatment'.





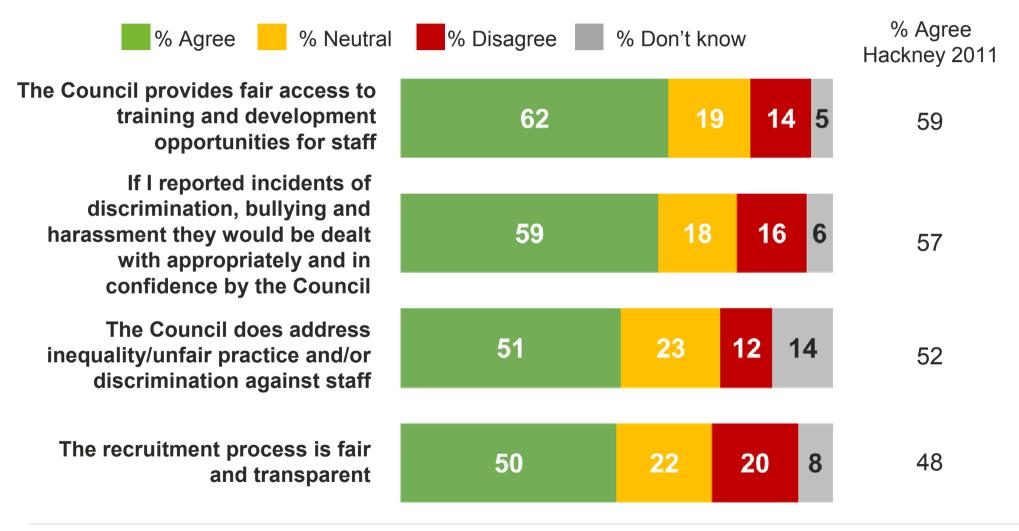
Most staff believe the organisation is committed to equality and diversity in principle AND in practice – more so than in 2011

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

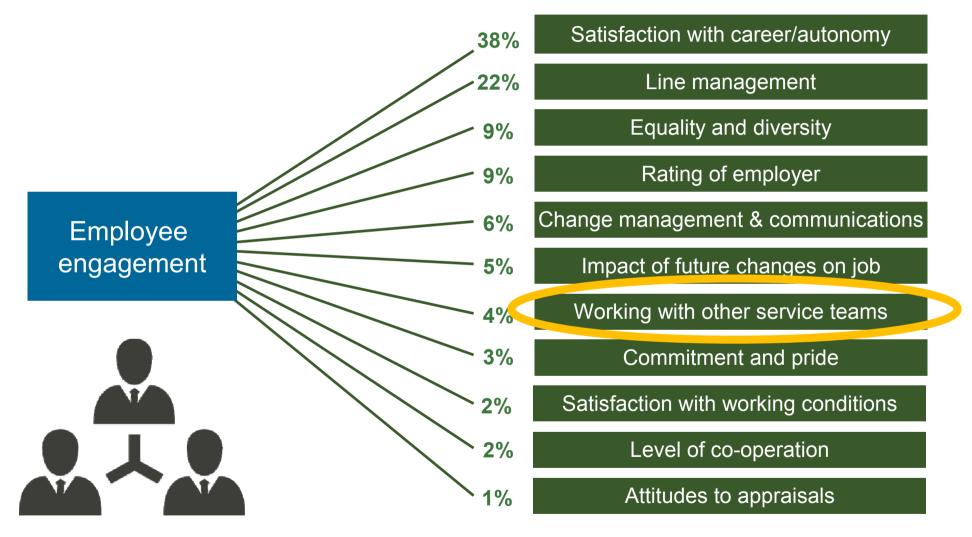


Views on other aspects of equality and diversity are more mixed, although largely unchanged since 2011

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

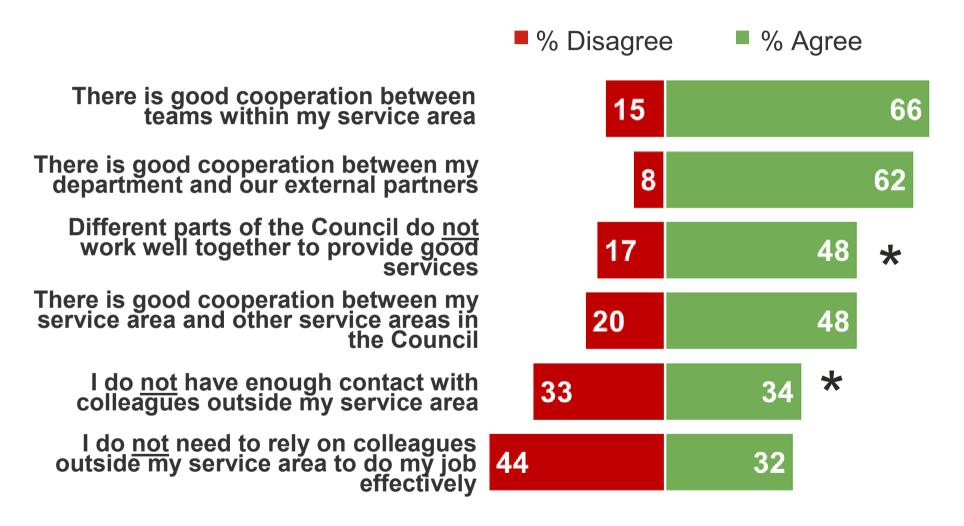


59.2% of variation explained by model



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?

18			77
22		61	
39	34		
44	33		
37	28		
	22 39 44	22 39 34 44 33	22 61 39 34 44 33

% A great deal/ a fair amount

% Not very much/ not at all



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

TOTOT

ALL ABOL

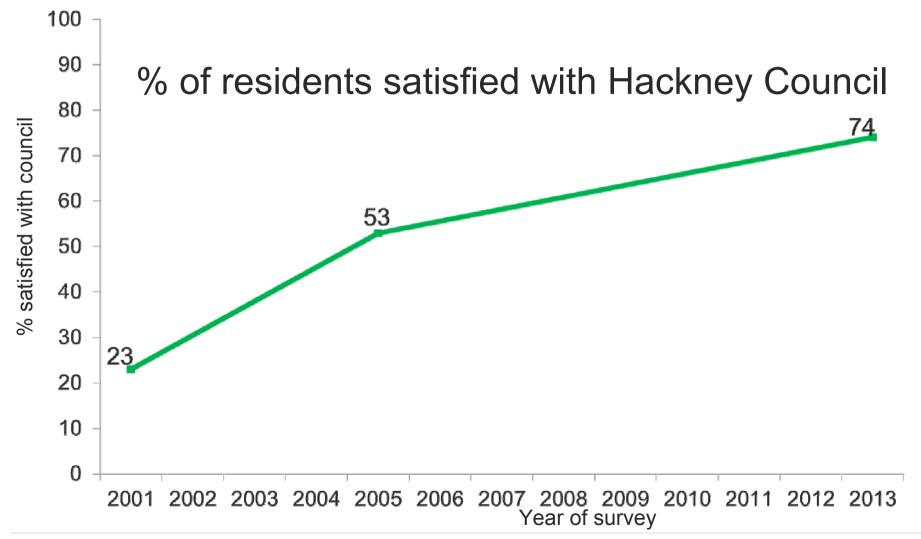
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From the outside change so far looks to have been well managed...

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



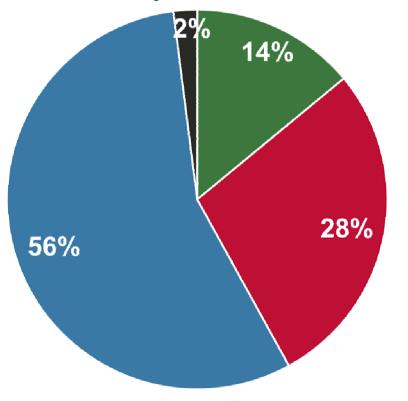
 Ipsos MORI
 Base: Hackney Residents Survey All respondents (1,016): fieldwork dates 5 January – 6 March 2013. Hackney 2005 (1,006): fieldwork 25 August – 31

 Public Affairs
 October 2005. Hackney 2001 (1,006): fieldwork November 2001

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

On balance, do you think services Q 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	
Got better	GB	-14
Got worse		
 Stayed the same Don't know 	London	-7
	South	-11
	Midlands	-8
	North	-27

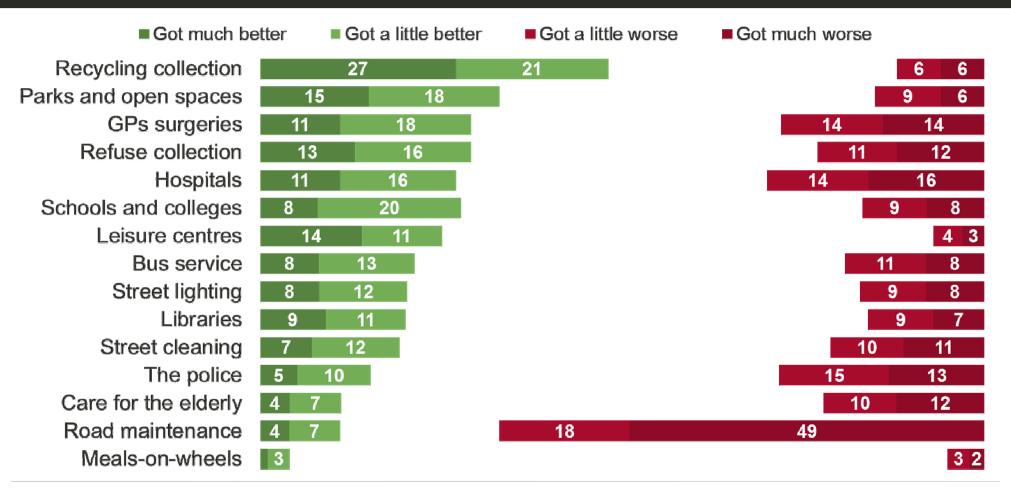
Base: 1,007 adults aged 18+ in Great Britain, August 2013

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?



Source: BBC October 2013

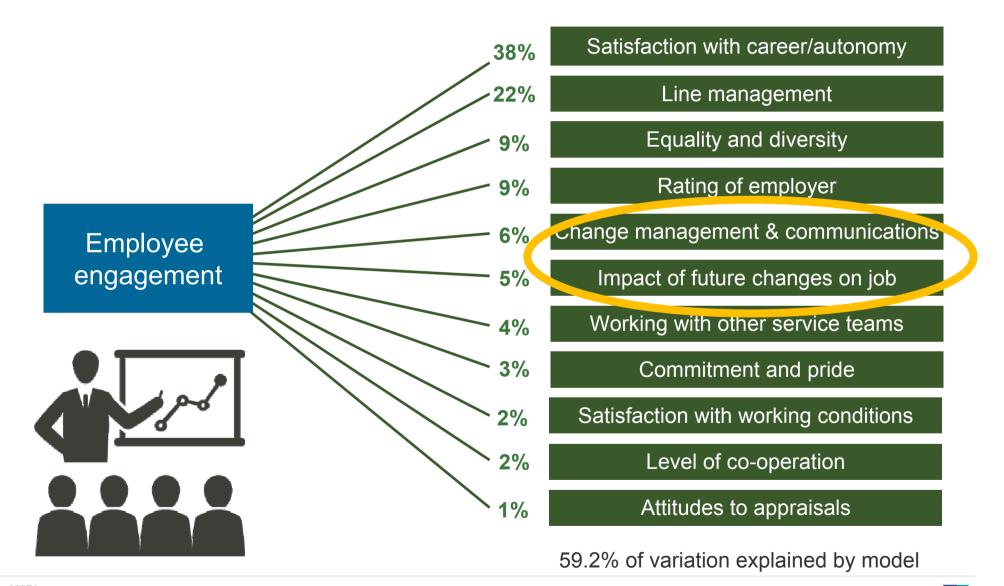
Base: 1,031

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

78% of staff rate the service as 'good'... ... in line with 2011 findings (77%)



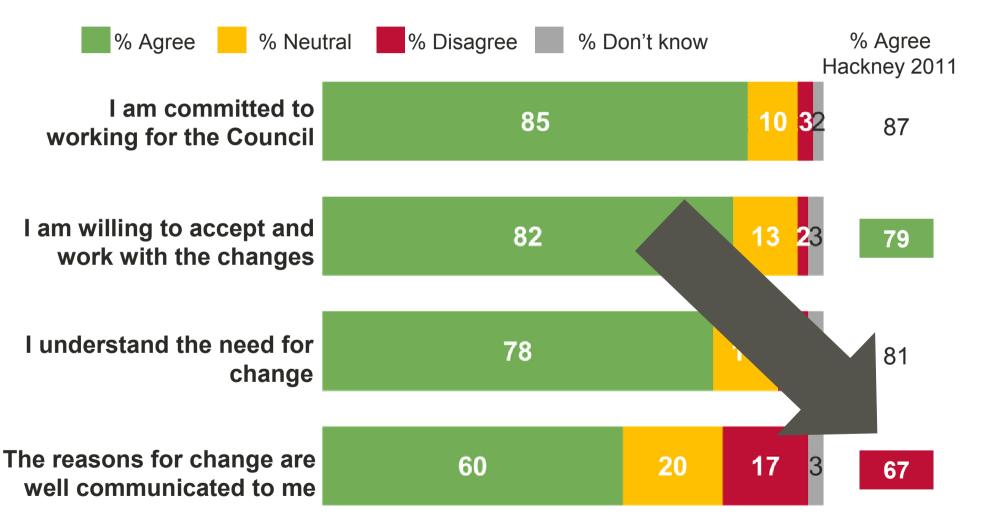
But what is the impact of change <u>internally</u>?? We know change management and comms is important to employee engagement

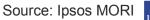


Ipsos MORI Base: All staff participating in survey (1,927); 23 September and 8 November 2013. **Public Affairs** © Ipsos MORI Version 1 | Internal Use Only

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

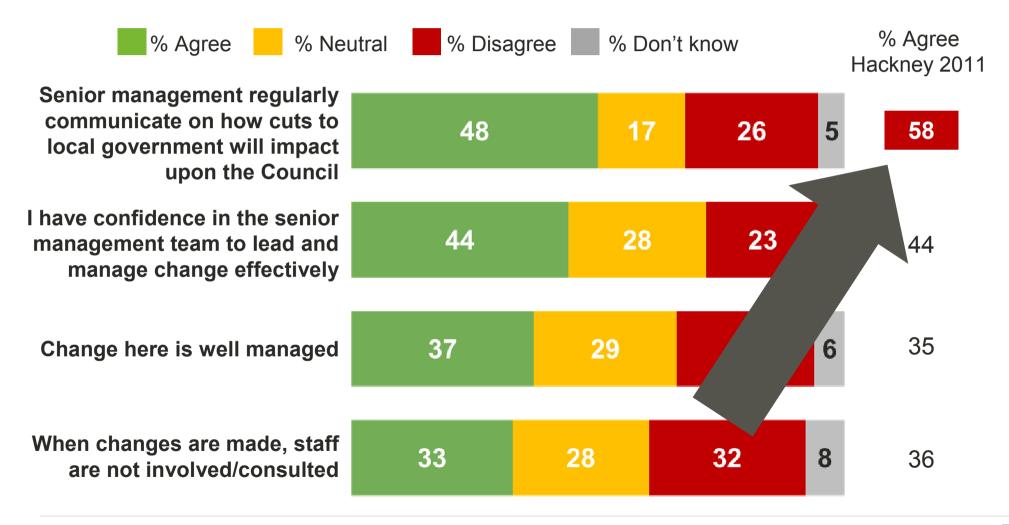
Q Here are a number of statements about change at Hackney Council. Please indicate to what extent you agree or disagree with each.





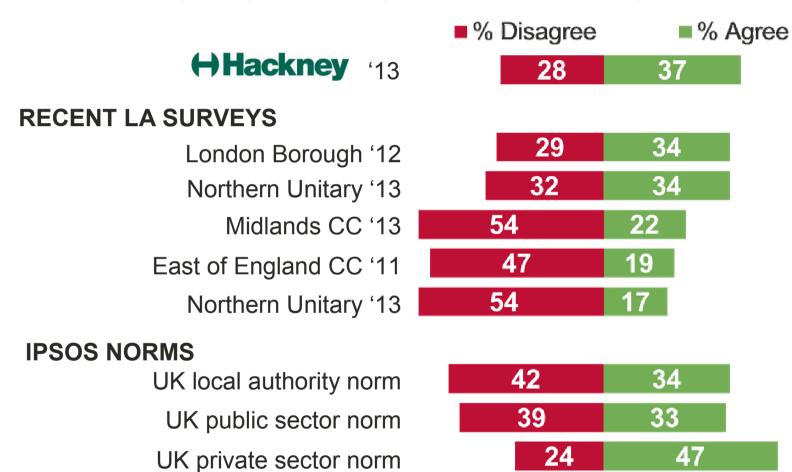
More negative sentiment regarding engagement around, and management of, change

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



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"



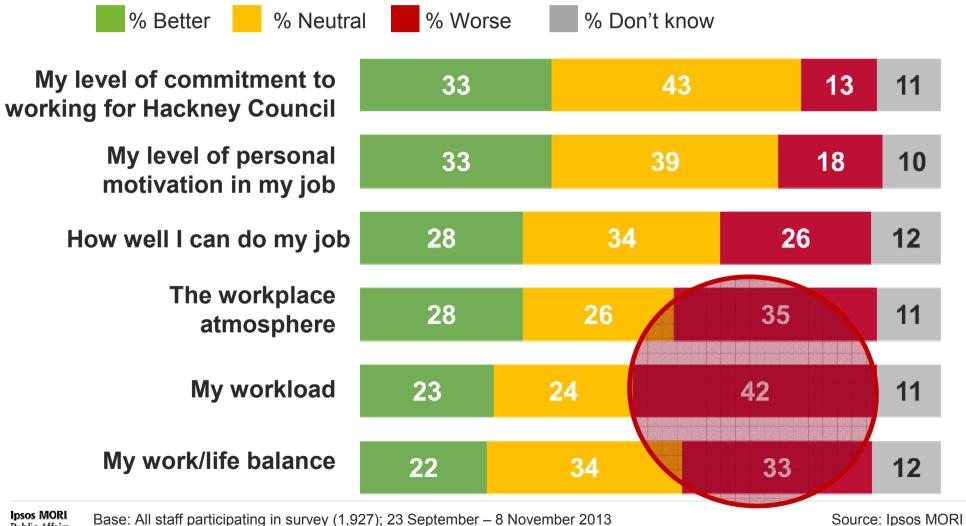
Base: All staff participating in survey (1,927); 23 September – 8 November 2013

Source: Ipsos MORI



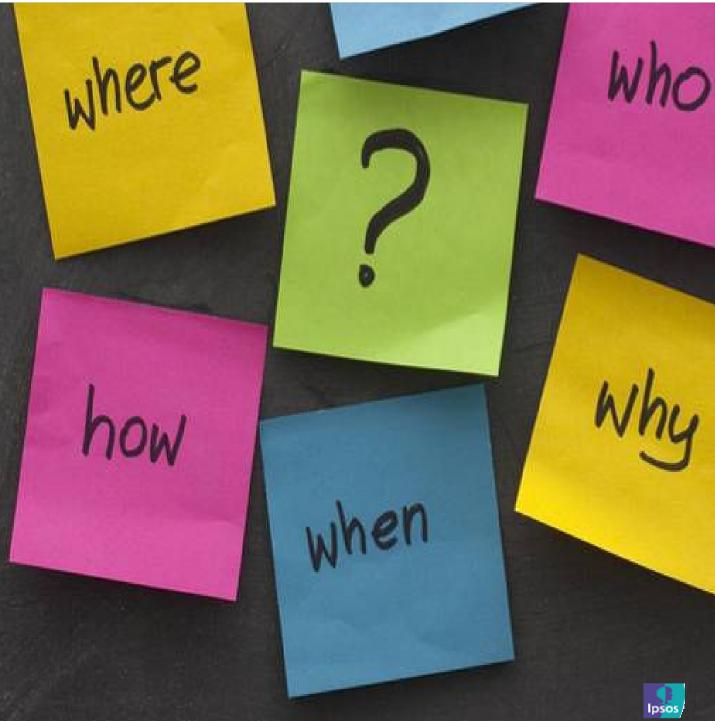
But, some real apprehensions about the impact of change on employees' day-to-day job – important to address these

0 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?



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

So what next?



n conclusion... an overall <u>positive</u> 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?

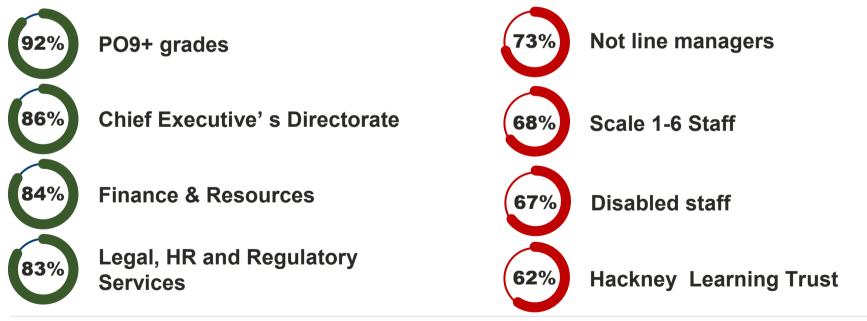


Throughout all this, communication will continue to be key, but does it need better targeting?



...and least well informed

Staff who feel most informed...



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

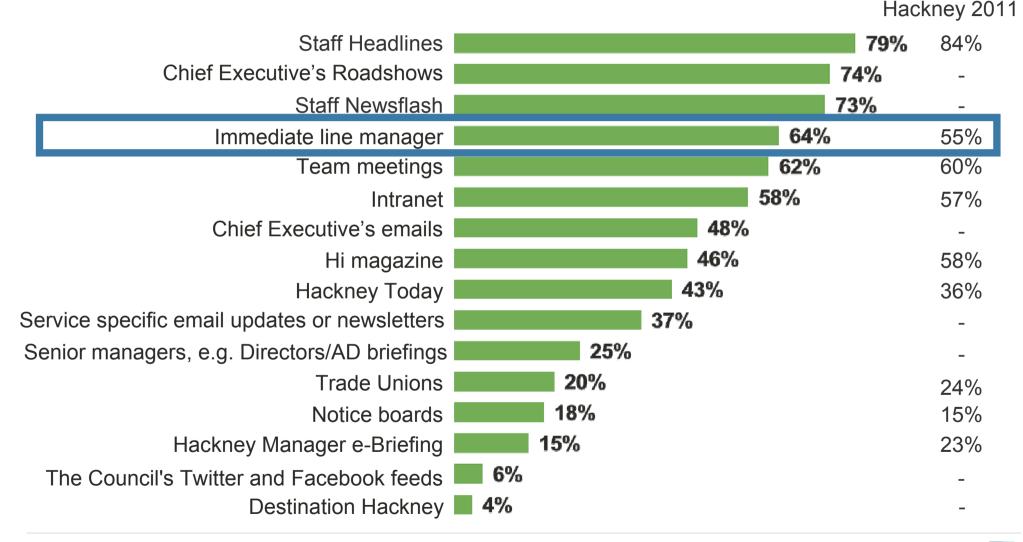
Q How well informed do you feel about what is happening at Hackney Council?			
	Feel informed (1,470)	Not informed (408)	
	%	%	
Council services are good	87	54	
Satisfied with job	76	47	
Would speak highly of Council as employer	71	31	
Council is above average compared with previous employers	59	24	
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 <u>target</u> 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?



Ipsos MORI Public Affairs Base: All staff participating in survey (1,927); 23 September and 8 November 2013.



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 cooperation 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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where

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