

**TELFORD & WREKIN COUNCIL**

**SCRUTINY LEADERSHIP BOARD – 14<sup>th</sup> JANUARY 2010**

**RESPONDING TO THE EMPLOYEE SURVEY 2009**

**REPORT OF THE CHIEF EXECUTIVE**

**1. PURPOSE**

- 1.1 To set out how the organisation has responded to the findings of the Employee Survey carried out in 2009

**2. RECOMMENDATIONS**

- 2.1 **That the report be noted.**

**3. OUR CORPORATE RESPONSE TO THE EMPLOYEE SURVEY 2009**

- 3.1 The Employee Survey was carried out in early Summer 2009, with detailed results available from mid-September. The organisation's response to the survey's findings has been at two levels:
- Corporate – our primary response has been to consider the results at a 'whole organisation' level **and it is our response at this level which is outlined in this report;**
  - Service Area/Business Unit – managers and their teams have been tasked to look at the results for their specific areas to identify areas for change/improvement.
- 3.2 Our key corporate response to the Employee Survey has been to develop 'One Council, One Team, One Vision' which sets out proposals to reorganise and reshape the organisation, structurally, operationally and culturally, to create a "*a Refocused, Re-energised and Affordable Organisation to deliver Council Priorities*". This Vision was launched on 3 November. It set out very clearly that it was drawing from the key messages for improvement which had emerged from the Employee Survey where 'headline' messages were around the need:
- to improve the 'corporate glue', break down silos and improve teamwork and consistency across the organisation
  - for clearer leadership and ownership.
  - to improve communications

- to strengthen employees' connection with the Council
- to set, articulate and deliver clearer, more tangible priorities, goals, targets
- to focus on the factors that drive and motivate people.

3.3 Therefore, in responding to the Employee Survey to date, we have:

- Set out a vision for changing and improving the way the Council works that is based on feedback from employees and elected members. This encompasses seeking to re-energise the organisation (Only 45% of employees felt motivated in their present jobs)
- Launched E.news, a new information newsletter for employees (only around 50% of employees were satisfied with communications within the Council).
- Established a new Council Employee Focus Group and put in place an engagement plan to seek views on the vision for the organisation.
- Developed a new 'One Council' approach for the way the organisation works to break down barriers and promote corporate working (only 34% of people feel a strong association towards the Council)
- Developed a structural model that focuses more on the Council and removes a layer that few felt strongly about (73% feel most loyal to their teams/fellow colleagues. Only 34% overall felt a commitment to their Portfolio)
- Moved the Organisational Development function to the Corporate Core so that it can play a more prominent and central role in making us more effective (only 30% felt that change is managed well by managers).
- Agreed to establish an Employee Suggestion Scheme so that all employees have an opportunity to contribute ideas to change and improve the way we work
- Have taken decisions to ensure that Single Status is concluded in 2010 and that the new organisation is built on fair pay. (This was the most commented upon free-text area in the survey).

3.4 In the Employee Survey, only 33% of employees felt that the Council would act on the issues raised. Corporate Management Team treats outcomes from the Employee Survey very seriously. The development and implementation of 'One Council, One Team, One Vision' is a comprehensive and fundamental response to some of the key messages in the survey.

3.5 While we have moved very fast to progress and implement this vision for the organisation, there is much still to be done through 2010 to change the way the Council operates and improve the impact it makes.