

# Joint Staff Employer Forum

Chair: Councillor Bradnack  
Executive Councillor for Customer Services & Resources:  
Rod Cantrill



To: Councillors Bradnack (Chair), Dryden, C Rosenstiel, Shah, Smart (Vice Chair),  
Ward  
Alternate:  
Unison (Liz Brennan), GMB (Kevin Roberts).

Despatched and placed on deposit on 28 December 2007.

**Date:** 8 January 2008  
**Time:** 5.00 pm  
**Place:** Committee Room 1  
**Contact:** Liz Whitcher  
Telephone 01223 457015  
E-mail [liz.whitcher@cambridge.gov.uk](mailto:liz.whitcher@cambridge.gov.uk)

## Agenda

### 1. MINUTES

To confirm the minutes of the meeting held on 8 November 2007 as a correct record. (To follow)

### 2. MATTERS ARISING FROM THE MINUTES

Members are requested to contact the Head of Human Resources or Committee Manager prior to the meeting with any issue they wish to raise.

### 3. APOLOGIES FOR ABSENCE

### 4. DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests which they may have in any of the following items on the agenda. If any member is unsure whether or not they should declare an interest on a particular matter, they are requested to seek advice from the Head of Legal & Democratic Services before the meeting.

### 5. PUBLIC QUESTION TIME – see below for detail of the scheme and other public

information.

**6. ANALYSIS OF NON-APPLICATIONS TO CUSTOMER SERVICE CENTRE POSTS**

Officer Contact: Vicki Davidson, Human Resources Manager, tel 458108  
Page 1

**7. UNISON REPORT TO JOINT STAFF & EMPLOYER FORUM RE RECRUITMENT TO CUSTOMER SERVICE CENTRE**

Officer Contact: Liz Brennan, Unison, tel 457047  
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**8. HEADLINE RESULTS AND ACTIONS FROM STAFF SURVEY**

(Officer contact: Jacqueline Foglietta Head of Human Resources tel 458101)  
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**Information for the public**

You are welcome to attend this meeting as an observer, although it may be necessary to ask you to leave the room during the discussion of matters which are described as confidential on the agenda.

You can ask questions on an issue included on the agenda above, or on an issue which is within this committee's powers. If you wish to ask a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

**Emergency Evacuation** In the event of a fire or other emergency you will hear a continuous ringing alarm. You should leave the building by the nearest exit and proceed to the assembly point in St Mary's Passage on the left hand side of Great St Mary's churchyard.

Do not attempt to use the lifts. Do not attempt to re enter the building until given the all clear by a member of the City Council Staff. City Council staff will provide assistance with leaving the building.

**Joint Staff and Employer Forum**

**8 January, 2008**

**Recruitment to the Customer Service Centre**

**Survey of staff who chose not to apply for posts in the Customer Service Centre**

**Background**

58 staff were identified in a ring-fence with priority to apply for new jobs in the Customer Service Centre. 30 staff made applications and 28 chose not to apply.

A breakdown of the applications from the ring-fenced group is attached at Appendix 1 for information.

**Survey**

There was a concern that such a large number of staff had chosen not to apply. A questionnaire (which is attached at Appendix 2) was sent to all 28 staff, to establish the reasons why these staff had chosen not to apply.

11 staff responded and a short summary of the results is attached at Appendix 3.

All the respondents have been written to thanking them for their responses.

The information gained from this survey can be used to inform future recruitment to the Customer Service Centre.

**Next steps**

We are now embarking on a further piece of research covering the 17 people who did not reply to this questionnaire and the 30 staff who did make application to find out if the change management process was managed with clarity, effectively and fairly, and if communication with the staff was effective and how/if this could have been improved upon,

This research will be carried out by mruk Research Ltd who hold the Council's consultation contract and will commence during January 2008. The results of this will be shared with the Joint Staff and Employer Forum, the Customer Access Stakeholder group and the unions.

Vicki Davidson  
Human Resources Manager (Customer Access)

4<sup>th</sup> December, 2007

Department	Total number of Ring Fenced Staff	TL Applications	SCSA Applications	CSA Applications	No Applications
Reception & Office Services	4	0	3	3	1
City Services Customer Support	4	1	3	3	0
Revenue Services	11	4	7	4	3
Community Services Strategy	1	0	0	0	1
Environmental Services	6	0	1	4	2
E&P Customer & Support Services	7	2	1	2	4
City Homes North	6	0	0	1	5
City Homes South	8	2	5	6	1
Parking Services	11	0	0	0	11
<b>GRAND TOTAL</b>	<b>58</b>	<b>9</b>	<b>20</b>	<b>23</b>	<b>28</b>

**Overview - There are 30 Individuals with a total of 52 Applications**

APPENDIX 2

CAMBRIDGE CITY COUNCIL CUSTOMER ACCESS STRATEGY

Questionnaire

Name:	
Job Title:	
Section:	
Department:	
Start Date with CCC:	

How satisfied were you with the communication of the Recruitment Processes for the Customer Service Centre?
How satisfied were you with the management of the Recruitment Processes and support for individuals?

	YES (Please tick ✓)	NO (Please tick ✓)
Did you attend a Staff Development Centre as run by PPS?		
If no, please give reasons:		
Did you attend any of the Training Sessions as run by PPS?		
If yes, please state which sessions:		

APPENDIX 2

**CAMBRIDGE CITY COUNCIL CUSTOMER ACCESS STRATEGY**

If no, please give reasons:		
Please tick any of the following that contributed to your decision to not submit an application for a role within the Customer Service Centre:		
Shift Patterns		
Travel difficulties presented by the location of the Service Centre		
Duties not of interest to me – please state why:		
Would not enjoy Customer Service Centre environment		
Other (Please State):		
	<b>YES</b> (Please tick ✓)	<b>NO</b> (Please tick ✓)
Would you consider applying for a role in the Customer Service Centre in the future?		
Please feel free to use this space to make any further comments:		

MANY THANKS

## Summary of questionnaire sent to staff that did not make application for posts in the Customer Service Centre

### 1. Communications and management of the recruitment process

Overall, the staff that responded were either very satisfied or satisfied with the communication of the recruitment process and at being kept up-to-date with stages. For some staff on maternity or sick leave the communication processes may have been better if they had been more personalised, rather by e-mail.

The training sessions were seen to be beneficial overall.

### 2. Reasons for not applying

Shift patterns	6
Travel difficulties presented by the location of the Customer Service Centre	6
Duties not of interest	4
Would not enjoy working in a Customer Service environment	2

### 3. Other concerns

- Whilst the reasons behind the process were understood, several respondents found it to be long and this put pressure on staff.
- Comments were received regarding the location of the selection centres and training workshops. As this was not in the town centre, this meant a considerable amount of time was taken up travelling, to and from the venue.

### 4. Future interest in jobs in the Customer Service Centre

Two staff indicated that they would consider applying for a job in the future, seven said they would not apply and two staff indicated that they might make a future application.

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## Unison report to Joint Staff & Employer Forum

### Recruitment to Customer Service Centre

In June 2006 the Unison branch sent a survey form to all staff in the ring fence asking if they had concerns about the customer service centre, and inviting them to detail these. The survey was anonymous.

We had 20 responses, which we collated into the form attached. We grouped the concerns into the following headings: **Process, Terms and conditions, Health & safety/ welfare, and Outcome**

The structure of the survey allowed respondents to outline more than one concern, but we also asked them to highlight their 'number one' concern.

**The combined 'number one' concern** related to the process – particularly whether individuals would be selected.

#### **The concerns that individuals rated most often were –**

- Lack of information/ knowledge of conditions (5)
- Shift patterns (10)
- Lack of flexi-time (9)
- Health and safety (increased VDU useage) (6)
- Travel difficulties (having to use Park & ride, no parking, early start & change to current arrangements) (6)

We again contacted all in the ring fence group and invited them to come & discuss the results of the survey. We met with a smaller group of staff on June 14<sup>th</sup> to see how we might address the concerns outlined in the negotiating process.

After we had added this information to the survey results we presented it to the negotiating group on 28<sup>th</sup> June.

At the start of the first recruitment (development stage), negotiations were still occurring concerning shift patterns. However, staff were asked about their working preferences and information was available at the selection/interview stage.

Details of flexible working was also unknown to applicants.

#### **Particular concerns were identified by specific staff groups:**

i.e. City Homes North staff and staff in City Services currently enjoy staff parking, which wont be available to them in the CSC.

Parking Services, there is some uncertainty about the future of parking services.

Revenue Services – loss of salary for most posts.

The unions have tried to highlight staff concerns as much as possible through the negotiating process; some of which have been addressed,

- i.e. provision of shift so that part-time workers (usually carers) can be accommodated.
- Opportunity for staff to re-apply if not successful - as recruitment occurs.
- Vacancy management process to maximise re-deployment opportunities.

Additionally we have been offering one to one support to members who request it.

21.12.07

To Nova Roberts & Vickie Davison

27<sup>th</sup> June 2007

Unison's views on staff concerns.

We sent survey forms to all staff in the ring-fenced group. The gender make-up of this group is pre-dominantly female, and our survey returns reflected this. Not all staff responded, however from responses received, concerns were grouped in the following areas:

1. Process
2. Terms and conditions
3. Health and Safety
4. Outcome.

This list is not exhaustive, it is likely that further concerns may come up as this process progresses.

We also had a discussion with some staff on how the concerns revealed by the survey could be addressed in negotiations and this discussion has been reflected in the information below:

1. Process –

Staff main concern was around lack of information about the terms and conditions attaching to the jobs they will be applying for, and worry about the outcome, some staff worried about whether they would be viewed as too old for the new posts.

Will the Policy of Flexible retirement be brought in at beginning of this process of change to apply to all eligible?

2. Terms and conditions

Some staff have a genuine interest in working in the contact centre and a belief that we can negotiate the right conditions for them. They are keen to be part of working parties (not negotiating) to help advise on their specialist areas – will they have an opportunity to do so?

Shifts and working times.

Female staff and those with child care or other care responsibilities are particularly affected by rotating shifts.

The Equal Opportunities Commission website contains several case decisions on family friendly working that warn employers to study how their business needs could be met without imposing potentially discriminatory terms of work. (Barnes v. the CITB - ET, 2000) (Smith v. High Table Ltd – ET, 2000)

Some staff have a preference to be 'early starters' or 'late leavers', once appointments have been made will efforts be made to recruit to 'fixed shifts'?

Additionally, most part-time staff are female due to having child-care or other care responsibilities, we would want existing part-timer's requirements to be accommodated in order not to treat them less favourable than full-time staff.

#### Lack of flexi-work.

Staff felt that this issue should be reconsidered:

Staff think that the removal of flexi-time is unacceptable. For the following reasons:

- Some modified scheme can be brought in to benefit staff and management.
- All staff in the group, except those at City Services Guildhall Reception, currently have flexi working.
- Staff who have worked in Local Gov. call centres have had a flexi-working scheme, e.g. at South Cambs.so if it has worked else where, why remove it here?

#### Early Start – lack of transport.

Staff felt some staff may have a problem accessing public transport to get into work.

As an example:

- Public transport from some locations to/from Cambridge is hourly (e.g. bus to Haverhill leaves town at 6.10 or 7.10pm) a rigid shift may not be able accommodate such a situation. staff who rely on this method of transport, wont be able to work a rigid shift system,
- Some staff rely on partners and others or lift-shares to bring them to work, if they do not drive. This may not be possible if the working hours are not flexible

#### No parking – so additional expenses.

Some staff, i.e. those at City Services and City Homes North, currently have car parking spaces provided. Some have taken current jobs because this has been an effective travel method to work. Loss of car-parking could be an additional cost if they rely on their car to get in, or park and ride could add additional time, which would make the journey unacceptable. Both unions have asked that there be a green travel scheme which subsidises staff's public transport, we are aware there are some proposals to go to CMT, can we see these? this could be some compensation for loss of parking, provide reassurance and reduce the staff carbon footprint if they were brought in for all before the selection process commences.

#### Possible Saturday working in future.

Staff would like a signed agreement reached that reflects Monday to Friday working times and states that any changes would have to be negotiated with the unions.

### Clothing allowance

A dress code rather than a uniform would be more acceptable. Staff come in all shapes and sizes and women especially like to be able to regulate their own temperature with comfortable clothing. Clothing should allow expressions of personal, and cultural identity.

## 3. Health and Safety

### Shift patterns on health

Some staff have medical conditions which may require controlled breaks.

Will staff be able to take scheduled breaks without having to wait to be relieved from duties (unlike supermarket till workers)

Risk assessments need to include the following:

Stress levels – important to monitor these and alleviate possible stress of new working conditions.

### Aggressive customers

- Advice from existing managers/ staff about people on violence register known to reception staff needs to be considered and strategy needs to be decided. (there is currently a very problematical service user known to several departments.
- Staff discussed following measures:  
Panic buttons,  
Security person present in the reception  
CCTV.

### Dehydration

Addition to breaks, will staff be able to have water on their desks if they are doing constant phone work/ interviewing?

### Desk hopping

Need consideration for various assessments

Such as

- Back problems
- a staff member has a particularly adapted chair and wants reassurance she won't have to desk-hop throughout the day.

### VDU regulations.

- Staff are concerned that if they desk hop they will not have sufficient start up time before their shift to adjust chairs/ equipment, will desks be adjustable?
- How can we build in good practice at the start of each shift so that staff are safe and comfortable?

### Hearing

Some staff may have hearing difficulties (undiagnosed at present as they do not do much phone work)

Will staff appointed be monitored so that any problems diagnosed could be compensated for with adjusted equipment if necessary?

### 4. Outcome

Concerns were:

What is the impact of CAS on the Housing service?

Will service delivery be improved?

Is the expectation for the public to do things on line realistic?

What will the impact on the back office be?

**Joint Staff Employer Forum**

8<sup>th</sup> January 2008

**Staff Survey 2007 – findings and recommendations**

**1. Summary**

Since the draft Staff Survey 2007 questionnaire was taken to JSEF in August 2007 the survey has been successfully implemented and the findings received. Ipsos MORI reported that the response rate is well above local authority averages.

The results of the survey show CCC to be achieving above local authority norms on a wide variety of indicators of staff satisfaction. However, there were areas of concern where more work need to be done.

**2. Background**

**Methodology**

The survey was commissioned from Ipsos MORI and conducted in October 2007. The survey questions reflected key corporate priorities as well as indicators of managerial performance and staff well-being. There was widespread consultation on the questionnaire, involving staff groups, JTUG, JSEF and DMTs.

The survey report allows us to compare results with the previous survey in 2003 and to compare ourselves with other local authorities. It also includes, at our request, results for 'top ten' answers for specific questions, so we can compare ourselves to the highest performers, including the private sector.

This was a mixed methodology survey, conducted via both e-mail and paper copy. The response rate was 55% - which compares favourably to a local authority average of 38%. The survey achieved a good spread of responses from all departments.

**Overall findings**

The survey 'Balance Sheet' can be found at pages 4 and 5 of Appendix 1, the overarching corporate survey report. The findings show CCC consistently well over local authority norms and not performing below the norm in any areas. Results were especially strong for:

- Overall employee satisfaction;
- Pride in the organisation;
- Perceptions of a culture accepting of difference;
- Satisfaction with overall terms and conditions.

Predictably there appeared to be some impact of organisational restructuring. This is demonstrated in the level of concern and worry about change – where we are only in line with the local authority average, rather than above it.

### 3. Agreed priorities for future action

- A continued emphasis on **management development**, given that although staff scored management skills well, they scored them less well than they did in 2003. While two in five agreed that poor performance is managed well, a third disagreed;
- Investigation of what more we can do to **support staff who feel themselves to have been the subject of discrimination** and address their concerns, given that there was dissatisfaction in this area;
- Investigation of what can be done to improve staff **access to training and development**, given that nearly 20% of staff are saying they do not have a Training and Development Plan and that 17% of staff say they have had requests for training declined.
- Provision of further **opportunities for staff to work sustainably**. There is a demonstrated mismatch between staff perceptions of how important this is to them and the extent to which they feel they are currently given opportunities to work in an environmentally sustainable way.
- Communication in order to raise staff awareness of the implications of the Growth Agenda and the Citizens Survey.

#### Informative results

There are a number of areas within the survey where the findings can help give direction to important areas of existing work, although the results are not a cause for concern per se. These include, among others:

- Flexible Working;
- Internal communications;
- Travel to Work;
- Reward.

### 4. Implementing the Proposals

An action plan focussing on the areas identified above is being compiled and will be monitored by CMT. Departmental actions will be identified and monitored by the relevant DMTS.

The results of the survey have been widely disseminated: Senior Managers received a briefing from Ipsos MORI on the 13<sup>th</sup> December; City Scene in January will contain a major feature on the survey findings; the Survey report has been posted on the HR website and Departmental results have been sent to Directors.



# Cambridge City Council Employee Survey

Summary Report (v3)

November 2007

Research Study Conducted for  
Cambridge City Council



## Background & Objectives:

This summary report contains the main findings from the 2007 Employee Survey carried out by the Ipsos MORI Social Research Institute on behalf of Cambridge City Council between 1<sup>st</sup> and 29<sup>th</sup> October 2007.

The aim of the study was to:

- provide data on the thoughts, feelings and opinions of staff;
- where possible track progress since the Council's last survey in 2003; and
- be comparable with similar surveys conducted elsewhere, to enable the Council to benchmark its performance against other organisations through the Ipsos MORI normative database.

The questionnaire was designed in collaboration with Cambridge City Council to cover the following areas:

- perceptions of the Council as an employer and provider of services, its image & culture;
- working at the Council, including job satisfaction and the factors contributing to it (such as benefits, pay, and career development);
- internal communications;
- awareness and understanding of Council aims and employee's commitment to them;
- management & leadership;
- performance management, training and development;
- work/life balance;
- equality and diversity; discrimination, bullying and harassment;
- attitudes towards environmental sustainability;
- attitudes towards change & the future; and
- employee suggestions for improvement.

**Overview:**

The survey was carried out using both online and paper questionnaires between 1<sup>st</sup> and 29<sup>th</sup> October 2007 and was designed as a census of all permanent and fixed term employees working at the Council at that time. In total 678 questionnaires were returned giving an overall response rate of 55%. This response rate is very encouraging as it is higher than that achieved in other similar organisations where Ipsos MORI has surveyed staff (local authority average, 38%).

The survey also achieved a good spread of responses from the Council's various Directorates and as such we can be confident that the findings are representative of the views and opinions from across the workforce and not just a concentration of staff working within one area. This also means that, due to the number of responses received, we are able to provide a further breakdown (available in a separate volume to this report) of results for the following Directorates.

**Ipsos MORI normative data:**

Where appropriate, charts include comparisons with other employee surveys Ipsos MORI has conducted. Where applicable normative data is given for Ipsos MORI's Local Authority and Top Ten 'Norms'. The first of these includes all local authorities in which we have conducted employee research in the past five years – this means that for many questions average scores are calculated from responses from over 60 local authority surveys. The second is the average score from the ten best organisations (of any type, public or private sector) for that particular question – these ten organisations may be different for each question.

These comparisons are intended to contextualise findings for the Council and to aid in the interpretation of results. However, because Ipsos MORI has not worked for every organisation, this is by no means exhaustive and is not a league table. In addition, the surveys concerned may differ in timing and methodology. These data are the copyright of Ipsos MORI and should not be released to any third party without the written permission of Ipsos MORI.

**Acknowledgements:**

Ipsos MORI would like to thank Marian Mair at Cambridge City Council for her help throughout the project, as well all the 678 employees who took part in the survey.

**Publication of the data:**

As the Council has engaged Ipsos MORI to provide an objective and representative programme of research, it is important to protect the Council's interests by ensuring that it is accurately reflected in any press release or publication of the findings. As part of our standard terms and conditions, the publication of the data in this report is therefore subject to the advance approval of Ipsos MORI. This would only be refused on the grounds of inaccuracy or misinterpretation of the findings.

Broadly speaking staff are very positive about working life at Cambridge City Council and results compare favourably with Ipsos MORI's normative data for local authorities.

## The Balance Sheet:

In summary, when viewed alongside the Ipsos MORI's **Local Authority normative data** the Council:

### Is doing well at:

- overall employee satisfaction
- employee Advocacy of the Council both as an employer and of its services
- employees feeling:
  - proud to work for the Council
  - valued and recognised for their work
  - that morale is good
- satisfaction with:
  - working hours/times
  - benefits package
  - being able to make best use of their skills and abilities
  - having opportunity to show initiative
  - salary
  - having opportunity to make suggestions
  - the ability for career development
  - feeling they work for a successful organisation
  - job security
- employees feeling informed about what is happening at the Council
- employees feeling their appraisal helps them to do their job effectively
- employees feeling poor performance is dealt with by managers/supervisors
- employees feeling they achieve a good work/life balance and feeling that the organisation helps them to manage this
- employees feeling that stress is affecting them in their personal life
- employees feeling the reasons for organisational change are well communicated to them, that they are consulted when changes are made, and that change is well managed

### Is in line with the Ipsos MORI Local Authority average for:

- satisfaction with:
  - having friendly colleagues
  - having sufficient resources to do their job
  - perceptions of their workload
  - support for the need for change
  - Proportion of employees feeling that the process of change causes them concern and worry

### The Council compared to Ipsos MORI's 'top ten':

Cambridge City Council is clearly performing well when compared to the Ipsos MORI local authority normative data, not falling below on any measure. Throughout this report Ipsos MORI's 'top ten' norms have also been included (where available) to give some further context as to what the best performers (across all sectors) look like. Clearly the organisation is doing well compared to other LA's but there are many areas where the Council could improve.

### The Council compared to 2003:

It is also important for the Council to benchmark its performance against findings from the last staff survey in 2003. Where 2003 trend data is available, scores are often higher than in 2007. Of particular note are:

- Employees feeling proud to work for the Council, (2007: 59%, 2003: 67%)
- Almost all attributes of line managers, including:
  - *'Accessible when I need to see her/him'*
  - *'Encourages full and open communication'*
  - *'Encourages the people closest to the job to make their own decisions'*
  - *'Supports me when there are problems'*
  - *'Really listens when you have an idea'*
  - *'Gives praise where it is due'*
  - *'Gives me helpful feedback'*
  - *'Treats everyone fairly'*
  - *'Keeps promises and does what he/she says they will do'*
  - *'Always seeks to improve the way things are done'*
  - *'Supports me to achieve my training and development plan'*
  - *'Sets a good example to others by his/her own behaviour'*
  - *'Regularly meets with me to clarify aims and priorities'*
  - *'Is in touch with and responds to concerns of staff'*
  - *'Takes staff views into account when making decisions'*
  - *'Strikes the right balance between the needs of the public and the needs of staff'*
  - *'Regularly meets with the team to review progress and encourages their people to learn'*
  - *'Anticipates problems'*
  - *'Takes time to develop and guide me'*
  - *'Regularly communicates an inspirational view of the future'*

The remainder of this report contains charts displaying the findings from the survey. Set out below are some key points for the reader to note.

**Layout:**

This report, wherever possible, follows the layout of the questionnaire, with responses to larger questions ranked where appropriate.

**Base sizes:**

The base for all questions, unless stated otherwise, is all 678 Cambridge City Council employees who took part in the survey.

**Presentation & interpretation of Ipsos MORI normative data:**

Where available, Ipsos MORI's normative data scores are shown on the right hand side of a chart. For differences between the Council and the Ipsos MORI normative data to be statistically significant, differences need to be of at least 3 percentage points ( $\pm 3$ ).

Where percentages do not add up to 100%, this is due to multiple answers, computer rounding or to the exclusion of 'don't know' responses.

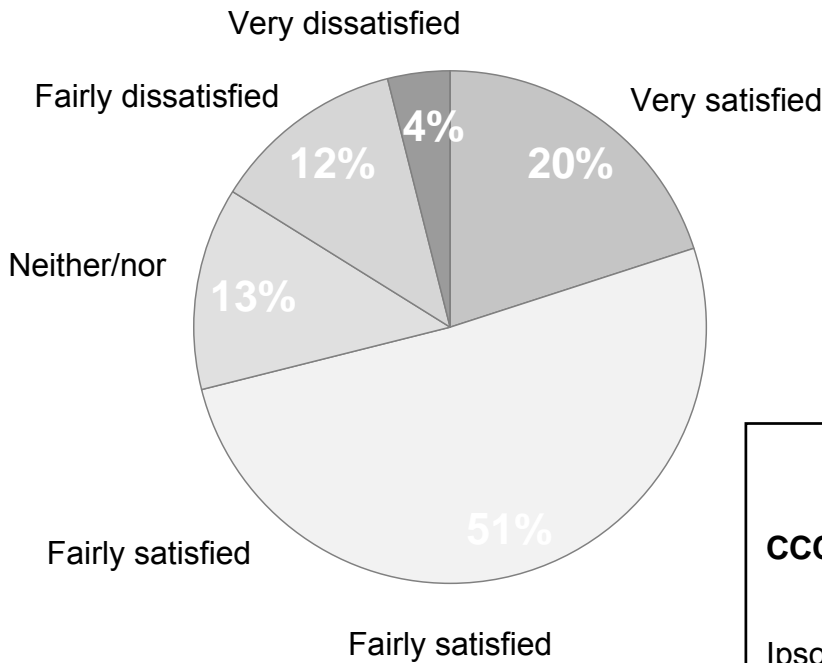
**Presentation of Cambridge City Council trend data:**

Where available the Council's previous survey scores are also shown to the right of the chart and labelled '2003'.

# Working for the Council

## Overall satisfaction

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



	% Satisfied	% Dissatisfied
<b>CCC 2007</b>	<b>71</b>	<b>16</b>
Ipsos MORI Norms		
Local Authority	<b>62</b>	<b>21</b>
Top ten	<b>78</b>	<b>11</b>

*Seven in ten Council employees (71%) say they are satisfied with their job overall - a proportion greater than the Ipsos MORI Local Authority (LA) 'norm', however below that of our 'top ten'.*

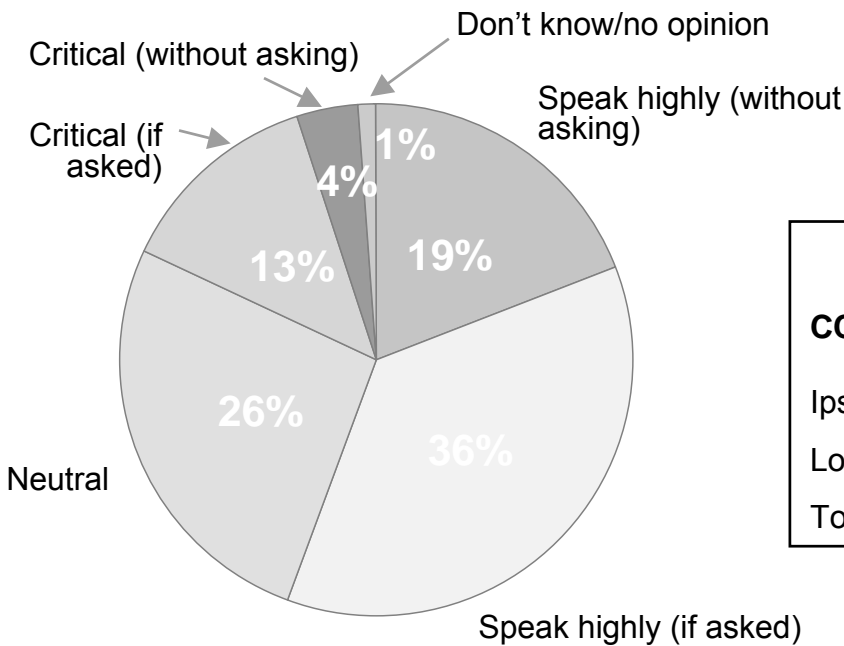
**Advocacy** - The charts on the following page look at the extent to which employees speak positively about the Council and its services to others. This is one of the most effective measures of commitment to the Council and its goals.

Ipsos MORI's research elsewhere has shown employee advocacy to match closely with organisational success; employees in well-performing organisations are more likely to be advocates than those in other organisations. In Ipsos MORI's experience, this level of advocacy is a much better indicator of commitment than job satisfaction, which is more about the individual's personal experience of the organisation and stops short of demonstrating active commitment to the organisation and its goals.



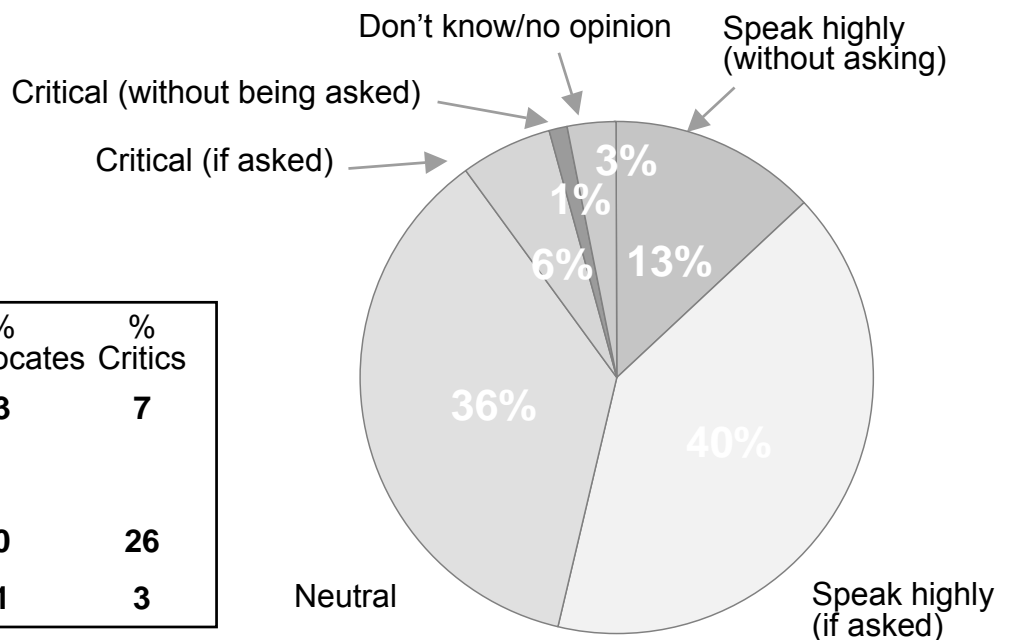
## Advocacy

Q Which of these phrases best describes the way you would speak of Cambridge City Council to people outside the organisation: as an employer?



	% Advocates	% Critics
<b>CCC 2007</b>	<b>55</b>	<b>17</b>
Ipsos MORI Norms		
Local Authority	<b>33</b>	<b>26</b>
Top ten	<b>72</b>	<b>7</b>

Q Which of these phrases best describes the way you would speak of Cambridge City Council to people outside the organisation: about its services?

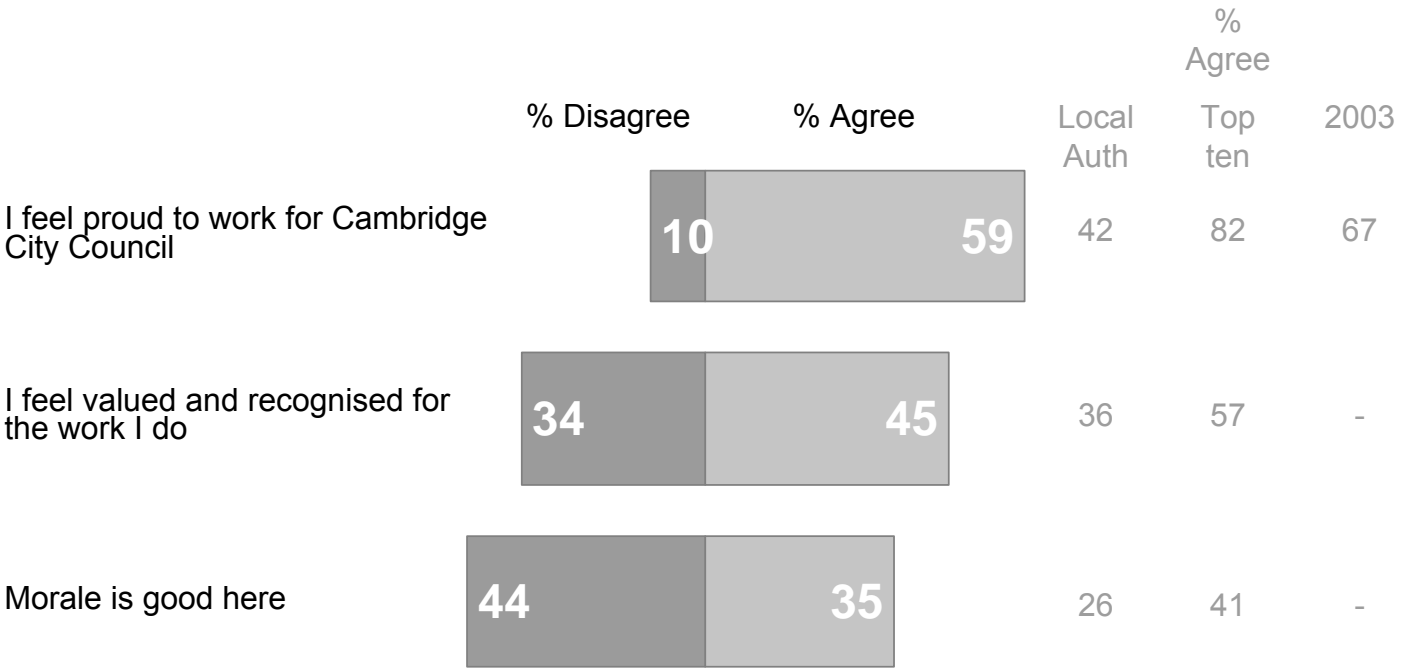


	% Advocates	% Critics
<b>CCC 2007</b>	<b>53</b>	<b>7</b>
Ipsos MORI Norms		
Local Authority	<b>30</b>	<b>26</b>
Top ten	<b>81</b>	<b>3</b>

When compared to Ipsos MORI LA norms, Council employees are more likely to be advocates of the organisation both as an employer and of its services. More than half of employees are advocates of the Council on both measures.

## Working at the Council

Q Here are a number of Statements about the Council. Please indicate to what extent you agree or disagree with each.



*The majority (59%) of employees tell us they feel proud to work for the Council (lower than in 2003). Fewer say they feel valued and recognised for the work they do (45%). Fewer still that morale is good (35%). However, it is important to note that all of these results compare favourably with Ipsos MORI LA norms.*

## Satisfaction with key aspects of the job

Q Please indicate the extent to which you are satisfied or dissatisfied with each of these features in your job.

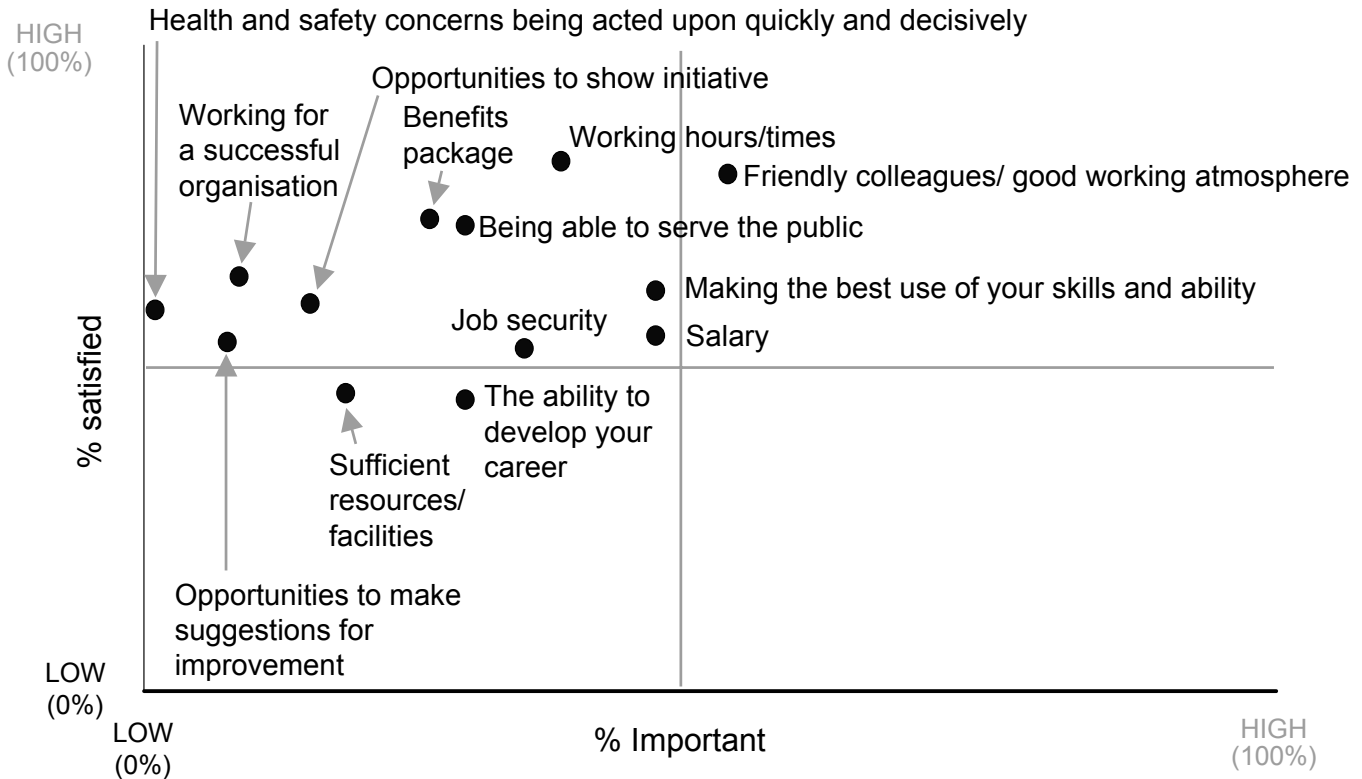
	% Dissatisfied		% Satisfied		% Satisfied	
					Local Auth	Top ten
Working hours/times	6	82	75	83		
Friendly colleagues/good working atmosphere	8	80	82	92		
Benefits package	7	73	59	77		
Being able to serve the public	5	72	-	-		
Working for a successful organisation	9	64	41	64		
Making the best use of your skills and ability	21	62	54	66		
Opportunities to show initiative	18	60	54	77		
Health & Safety concerns being acted upon	14	59	-	-		
Salary	23	55	47	60		
Opportunity to make suggestions for improvement	23	54	45	-		
Job security	22	53	58	77		
Sufficient resources/facilities to do your job	32	46	45	69		
The ability to develop career	27	45	34	48		

*Employee satisfaction with key aspects of the job is reasonably high at the Council. When compared to LA norms, satisfaction with benefits package and the feeling of working for a successful organisation stand out as areas of particular high satisfaction.*

## Identifying priorities - satisfaction vs. importance

The chart below shows the correlation between satisfaction and the importance employees place upon each area in their work. The further to the right an issue is, the more it matters to employees; the higher up, the more satisfied employees are with this aspect.

Areas of high importance and satisfaction (those towards the top right) should be considered strengths for the Council, and should be maintained. Aspects which are important to employees, but with which they are less satisfied are weaker areas and should be considered priorities for improvement (those to the bottom right). Aspects in the centre of the chart, where satisfaction is lower, but importance is still relatively high, are those which the Council could target for improvement.



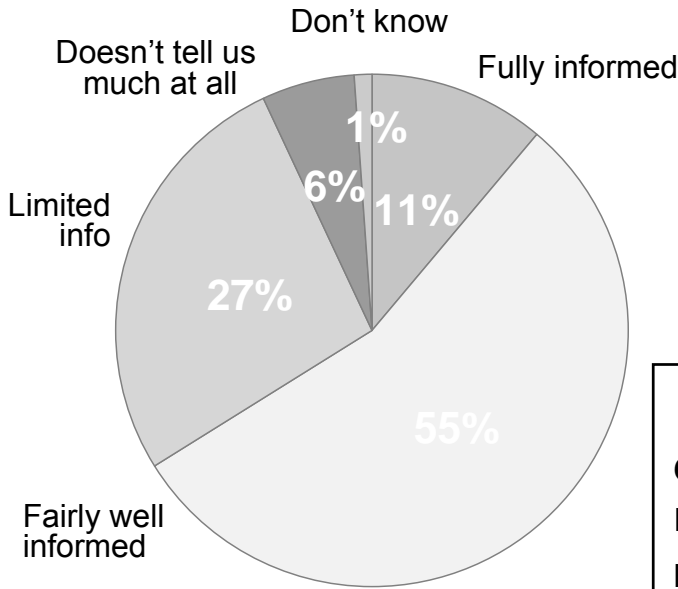
Satisfaction with having sufficient resources/facilities is the factor where satisfaction is lowest, however its importance to staff is also relatively low.

Of higher importance, but still relatively low satisfaction are salary and making the best use of skills and ability – located towards the middle of the chart. Health and safety concerns being acted upon quickly and decisively is least important to Council staff.

# Communications

## Information provision

Q Overall, how well do you think the Council keeps you informed about what is happening?



	% Informed	% Uninformed
<b>CCC 2007</b>	<b>66</b>	<b>33</b>
Ipsos MORI Norms		
Local Authority	<b>50</b>	<b>45</b>
Top ten	<b>79</b>	<b>22</b>

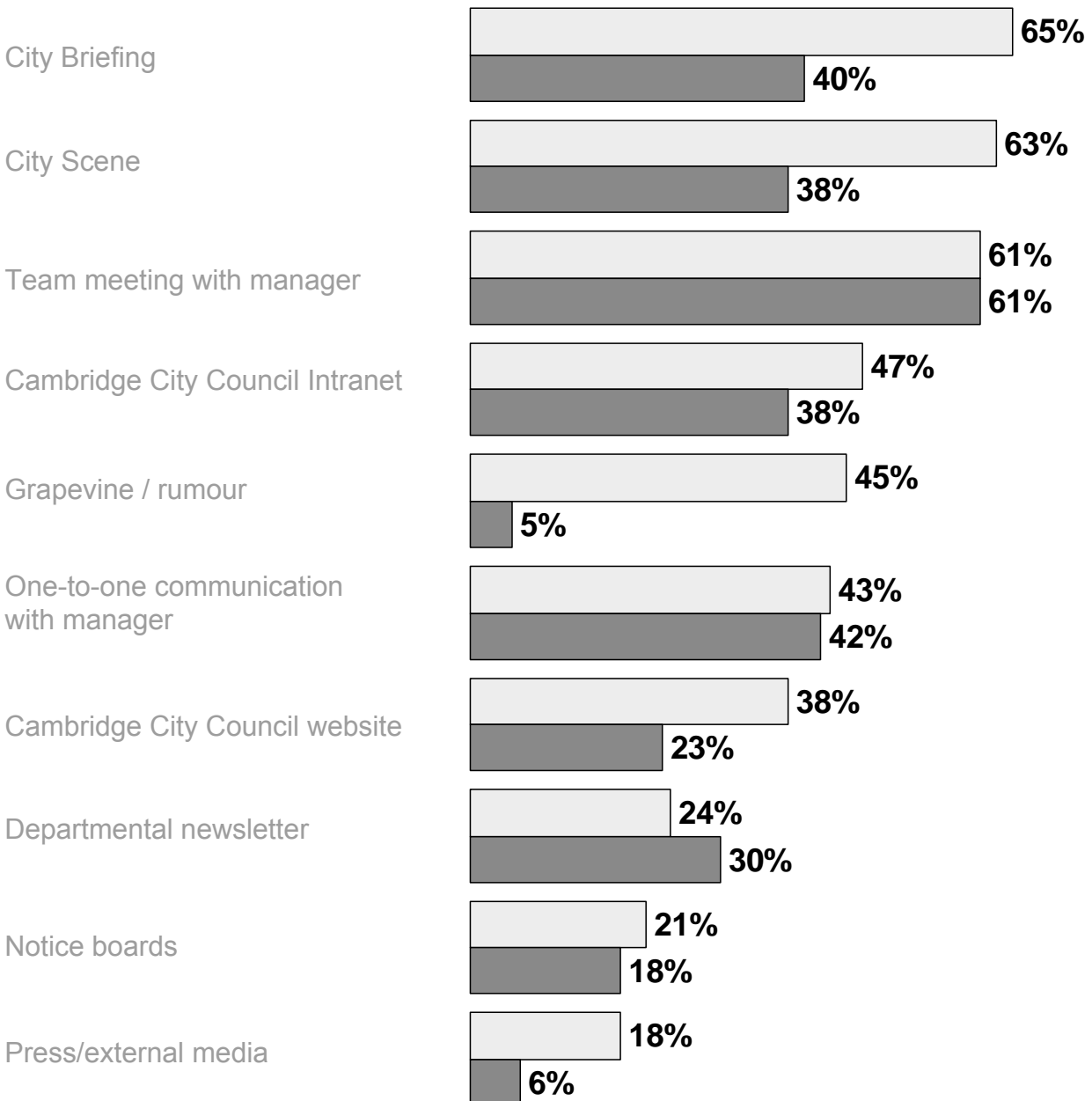
*Council employees feel generally well informed about what is happening in the organisation. Two thirds (66%) tell us they feel at least fairly well informed, one in twenty (6%) think that they aren't told much at all.*

*Ipsos MORI LA norms show that typically, around half of local authority employees feel 'informed' by their employer. This is an encouraging finding for the Council - Ipsos MORI's research has shown strong correlation between informed employees and successful organisations (local authorities rated by CPA as either 'excellent' or 'good'). Communications also strongly influence levels of overall employee satisfaction and engagement.*

## Information sources: Current vs. Preferred

□ Q From which sources do you receive most of your information about the Council?

■ Q ...and which ways would you prefer to receive your information?

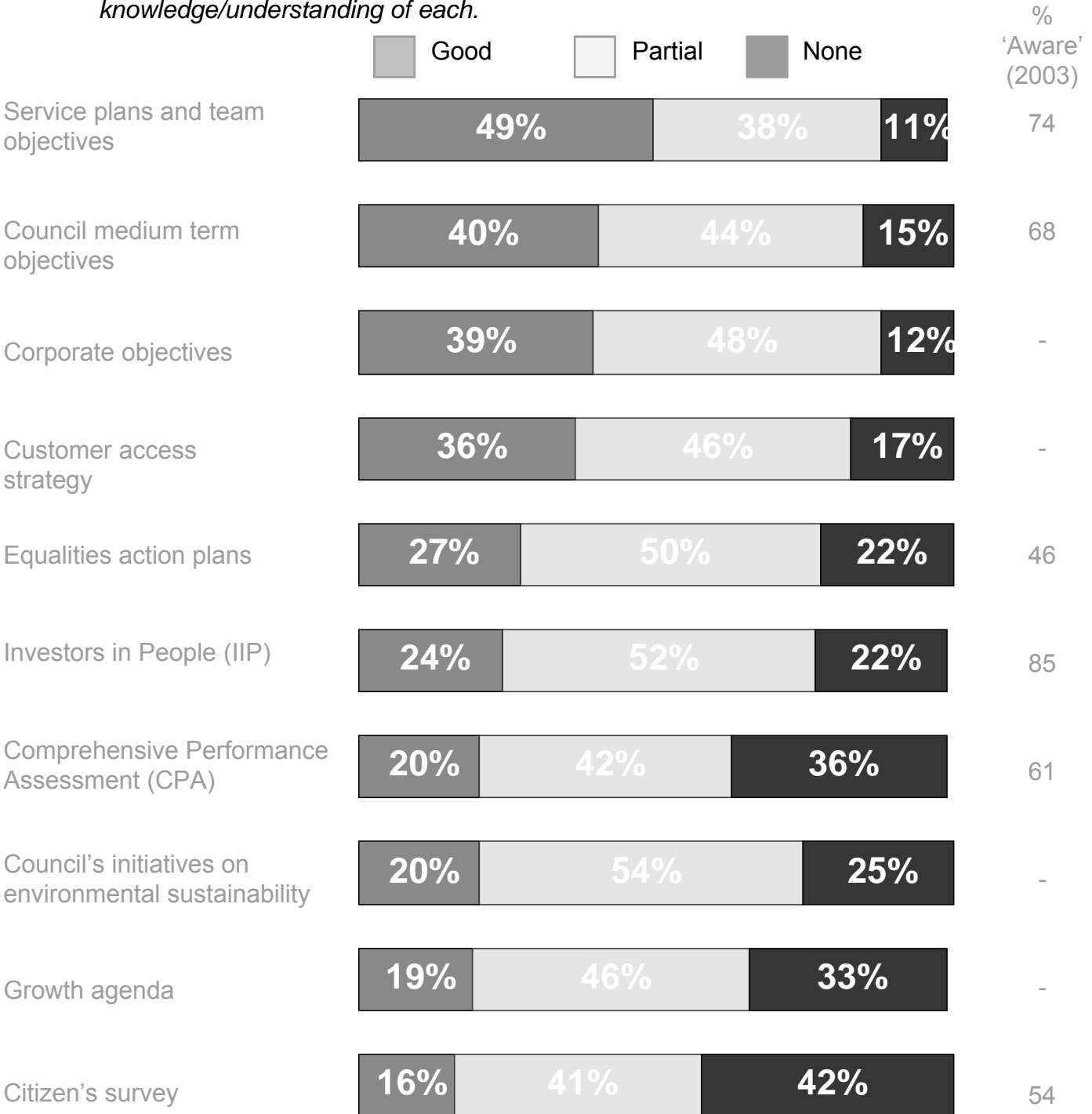


*Employees tell us that most information is received via 'City Briefing' (65% say they receive information in this way) and 'City Scene' (63%). However, as the green bars demonstrate, Council employees would prefer better use of other modes of communication, such as team meetings, or one-to-one communication with managers.*

## Knowledge and understanding

Q

For the issues/subjects listed below, please indicate your level of knowledge/understanding of each.



*Council staff appear knowledgeable on key issues/subjects. At least half have knowledge of all the issues listed above. Around nine in ten (87%) have at least a partial knowledge of service plans and team objectives and the Council's corporate objectives. However, at least a third tell us they have no knowledge of CPA, Growth Agenda and the Citizen's Survey (36%, 33%, and 42% no knowledge/understanding respectively).*



# Management

## Line management (i)

Q Please indicate to what extent you think each statement applies to your immediate line manager.

	% Agree	% Agree (2003)
Is accessible when I need to see her/him	74	85
Encourages full and open communication	72	77
Encourages the people closest to the job to make their own decisions	72	74
Supports me when there are problems	72	78
Really listens when you have an idea	72	74
Gives praise where it is due	69	73
Gives me helpful feedback	64	68
Treats everyone fairly	63	70
Keeps promises and does what he/she says they will do	63	69
Always seeks to improve the way things are done	62	72

*Line managers at the Council are credited most strongly as being accessible, encouragers of communication, empowering of their staff, supportive, and as being listeners. Despite this, looking at these scores against those of 2003, it would appear that whilst still high, ratings have fallen in most cases.*

## Line management (ii)

Q Please indicate to what extent you think each statement applies to your immediate line manager.

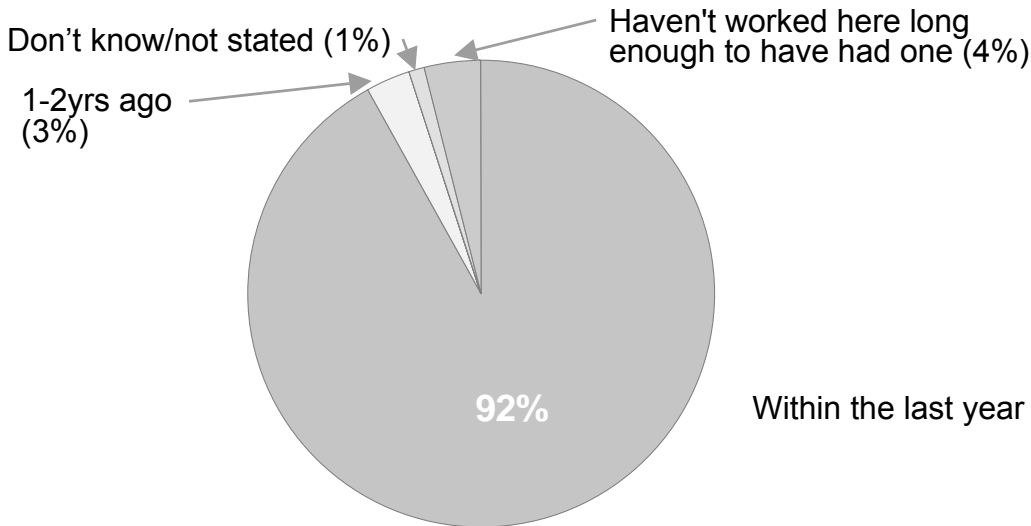
	% Agree	% Agree (2003)
Supports me to achieve my training and development plan	62	67
Sets a good example to others by his/her own behaviour	62	65
Regularly meets with me to clarify aims and priorities	61	68
Is in touch with and responds to concerns of staff	61	66
Takes staff views into account when making decisions	60	67
Strikes the right balance between the needs of the public and the needs of staff	60	67
Regularly meets with the team to review progress and encourages their people to learn	57	62
Anticipates problems	55	59
Takes time to develop and guide me	51	54
Regularly communicates an inspirational view of the future	47	49
Actively encourages feedback on his/her own performance	40	39

*Looking at the attributes rated less positively, we again find most ratings in 2007 are below those of 2003. Line managers are least associated as being encouragers of feedback on their own performance.*

# Performance Management, Training & Development

## Work appraisals and performance management

Q When did you last receive a work appraisal/performance review?



Q How useful did you find your appraisal in...



BASE: All those who have received a work appraisal/performance review (642)

Encouragingly, the vast majority of staff (92%) have had an appraisal within the past year. Appraisals are viewed positively by staff, around three quarters agreeing they provide good opportunity to give and receive feedback and set clear goals for the coming year. Almost two thirds (62%) agree that appraisals help them to do their job effectively – a figure which compares favourably with the LA norm of 39 per cent.

Q How far do you agree or disagree with the following statement?

% Agree

% Disagree

% Agree

Local  
Auth

*Poor performance is dealt with by managers/supervisors*

30

40

29

*When compared with other issues, Council employees are less positive about poor performance being dealt with by managers/supervisors. Whilst two in five (40%) agree that poor performance is dealt with, a third (30%) disagree. It should be noted however that this is an area where fewer organisations perform well. Within the Local Authorities where Ipsos MORI has carried out employee research, on average only 29% of employees think poor performance is dealt with effectively.*

## Training and development

Q How far do you agree or disagree with the following statements about training and development?

% Disagree

% Agree

I have had the training and development I require to do my job effectively

11

76

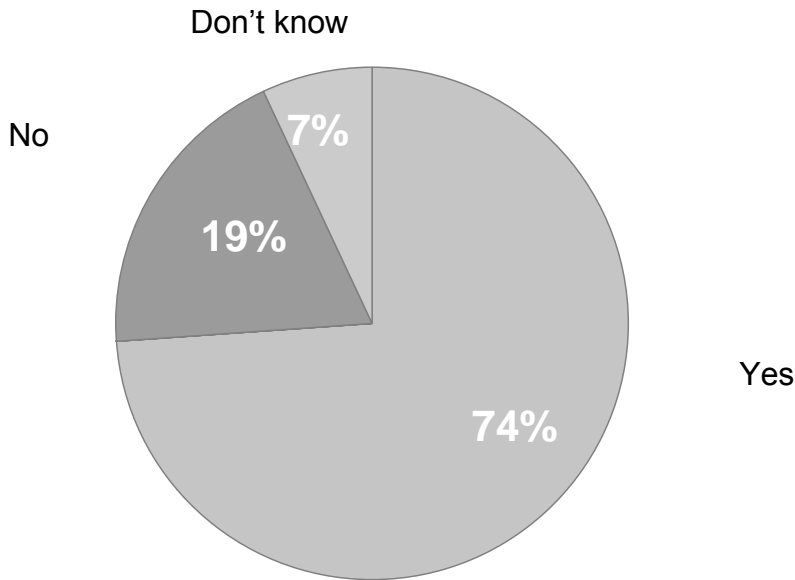
I am aware of the training and development opportunities available to me

7

83

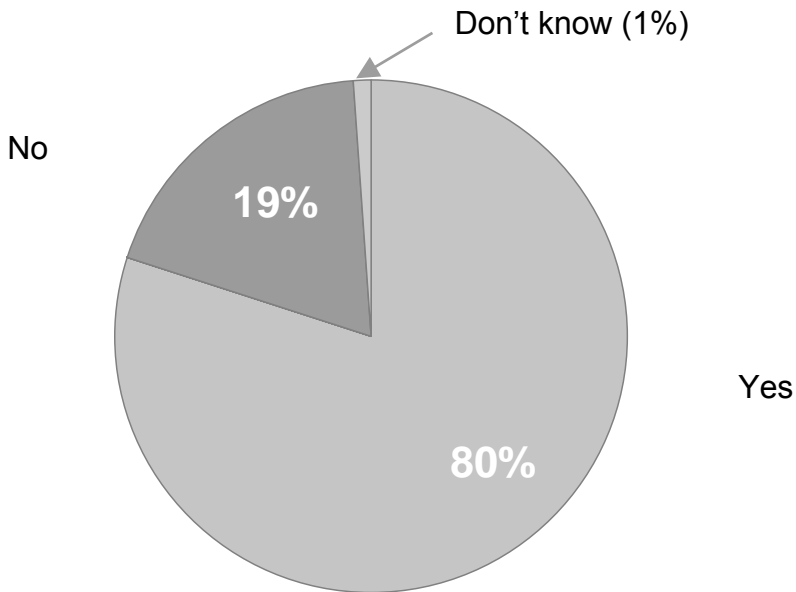
*Three quarters of Council employees (76%) agree that they have had the training and development to do their job effectively. More than four in five (83%) say they are aware of the training and development opportunities available to them.*

Q Do you have a training and development plan?



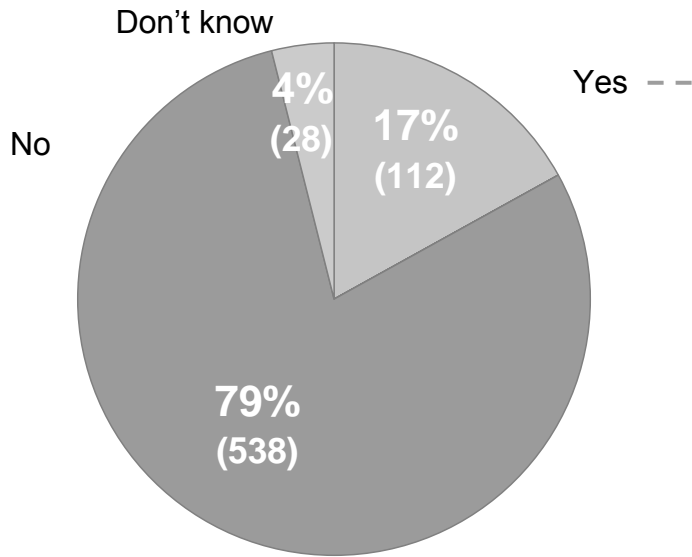
Three quarters (74%) of staff tell us they have a training and development plan. Whilst this proportion is fairly high, it is somewhat lower than the 92 per cent who tell us they have had an appraisal in the past year, suggesting the two might be better linked together.

Q Have you been on any training and development courses/activities in the past year?

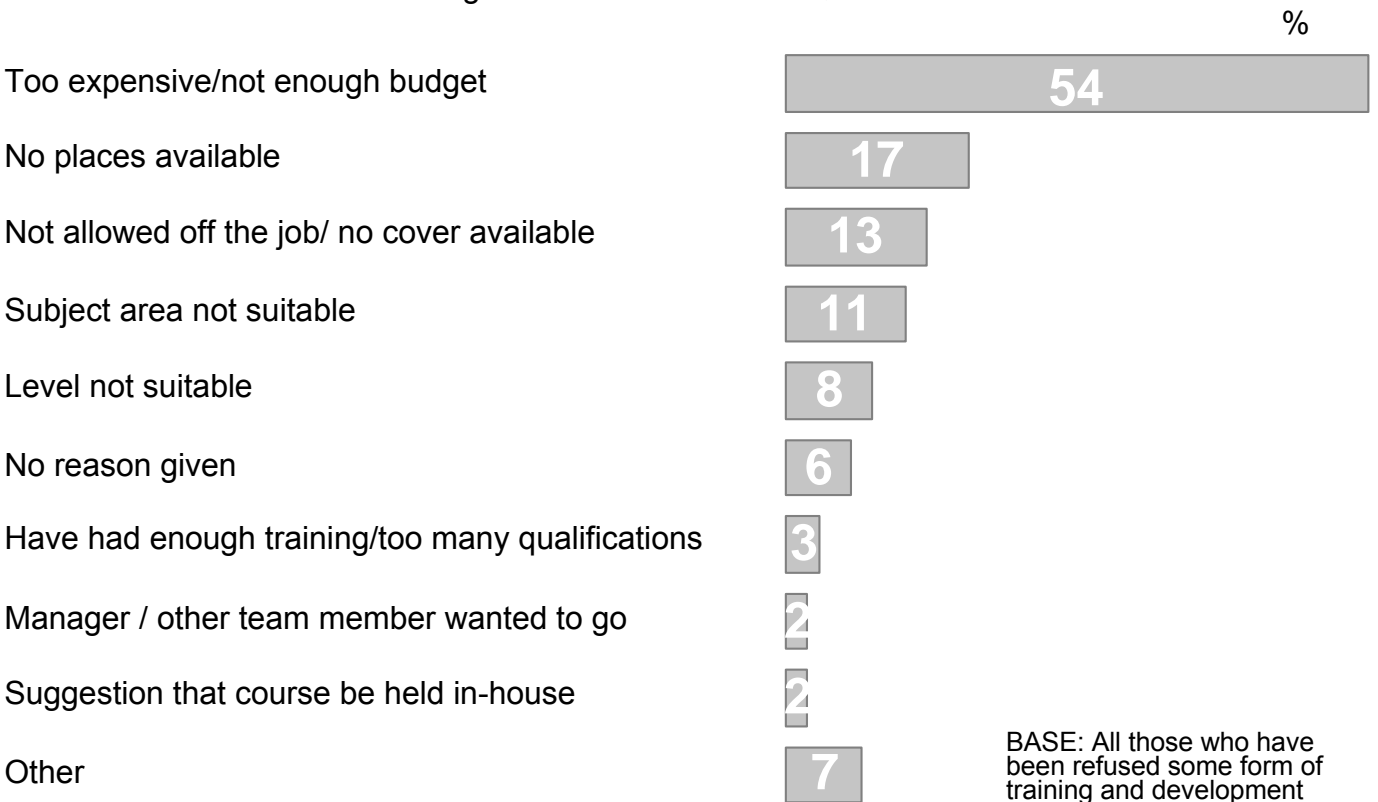


Four in five staff (80%) say they have been on a training and development course/activity in the past year.

Q In the past year, have you been refused any form of training and development course/activity?



Q What were the reasons given for this refusal?



BASE: All those who have been refused some form of training and development course/activity (112)

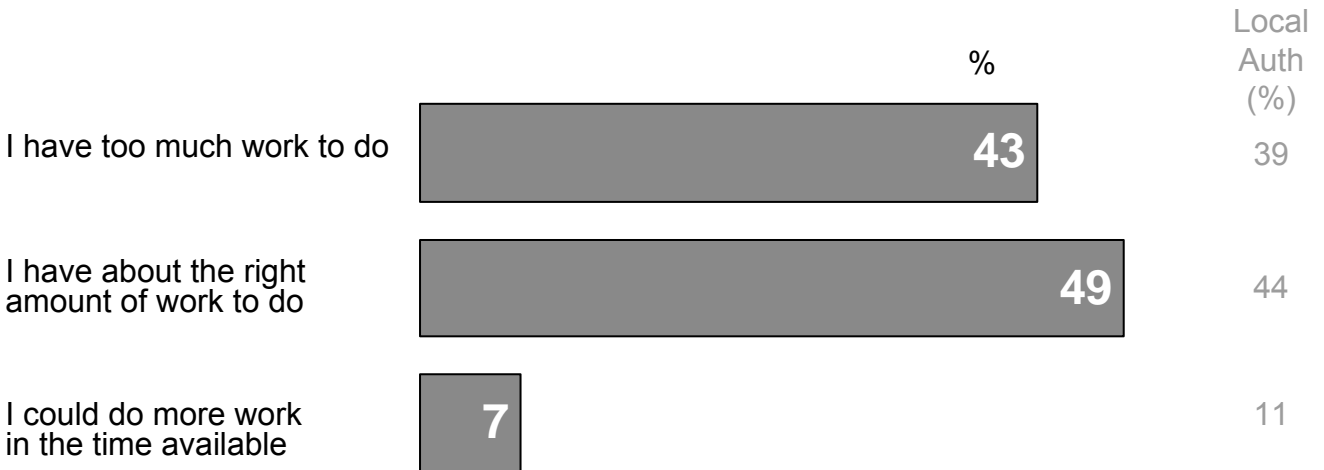
Almost one in five employees tell us they have been refused some form of training and development course/activity in the past year. Most (54%) say that 'too expensive/ not enough budget' was the reason given for the refusal, six per cent say they were given no reason at all.



# Work/life balance

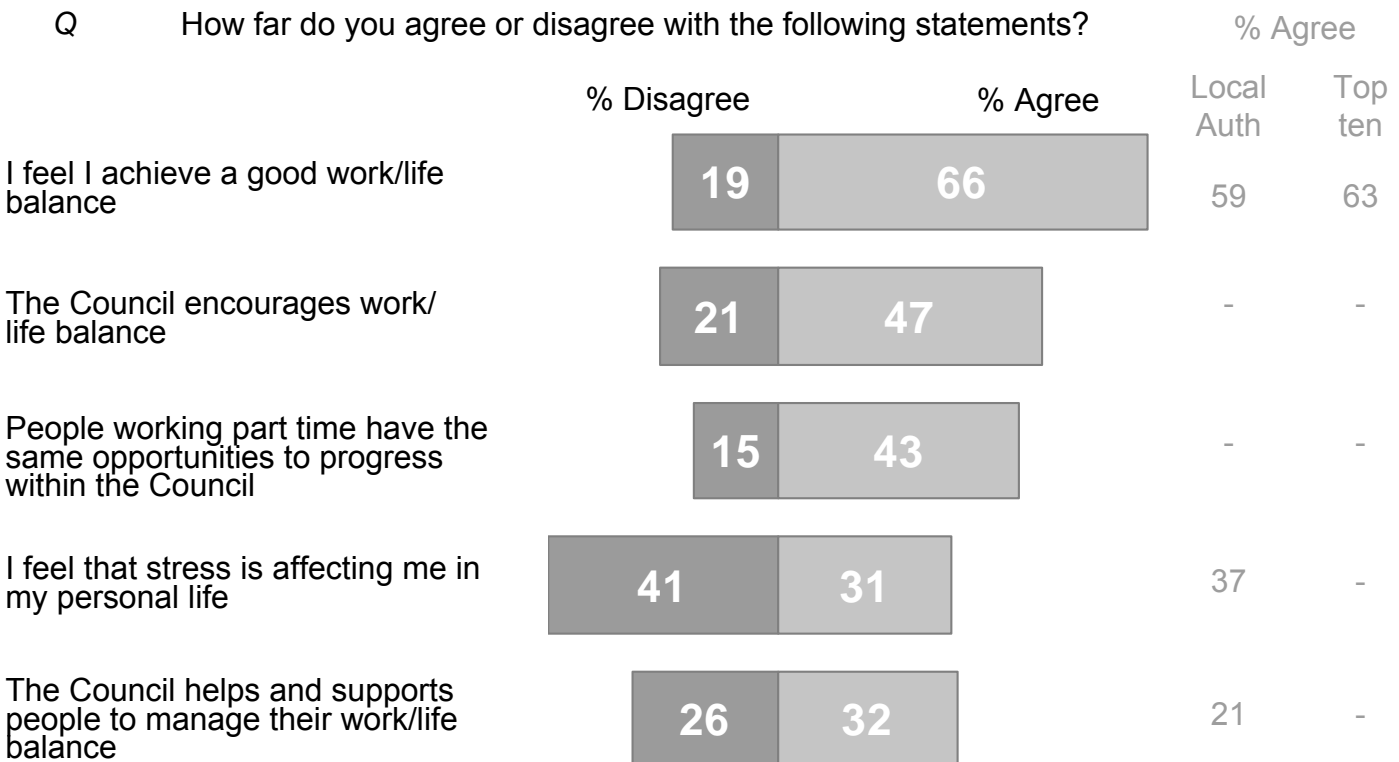
## Workload/life balance

Q Overall, how do you feel about the amount of work you do in a normal working week?



Attitudes to workload are broadly in-line with Ipsos MORI LA norms. Around half (49%) tell us they have about the right amount of work to do. Two in five (40%) feel they have too much work to do, in-line with the Ipsos MORI LA norm of 39 per cent.

Q How far do you agree or disagree with the following statements?

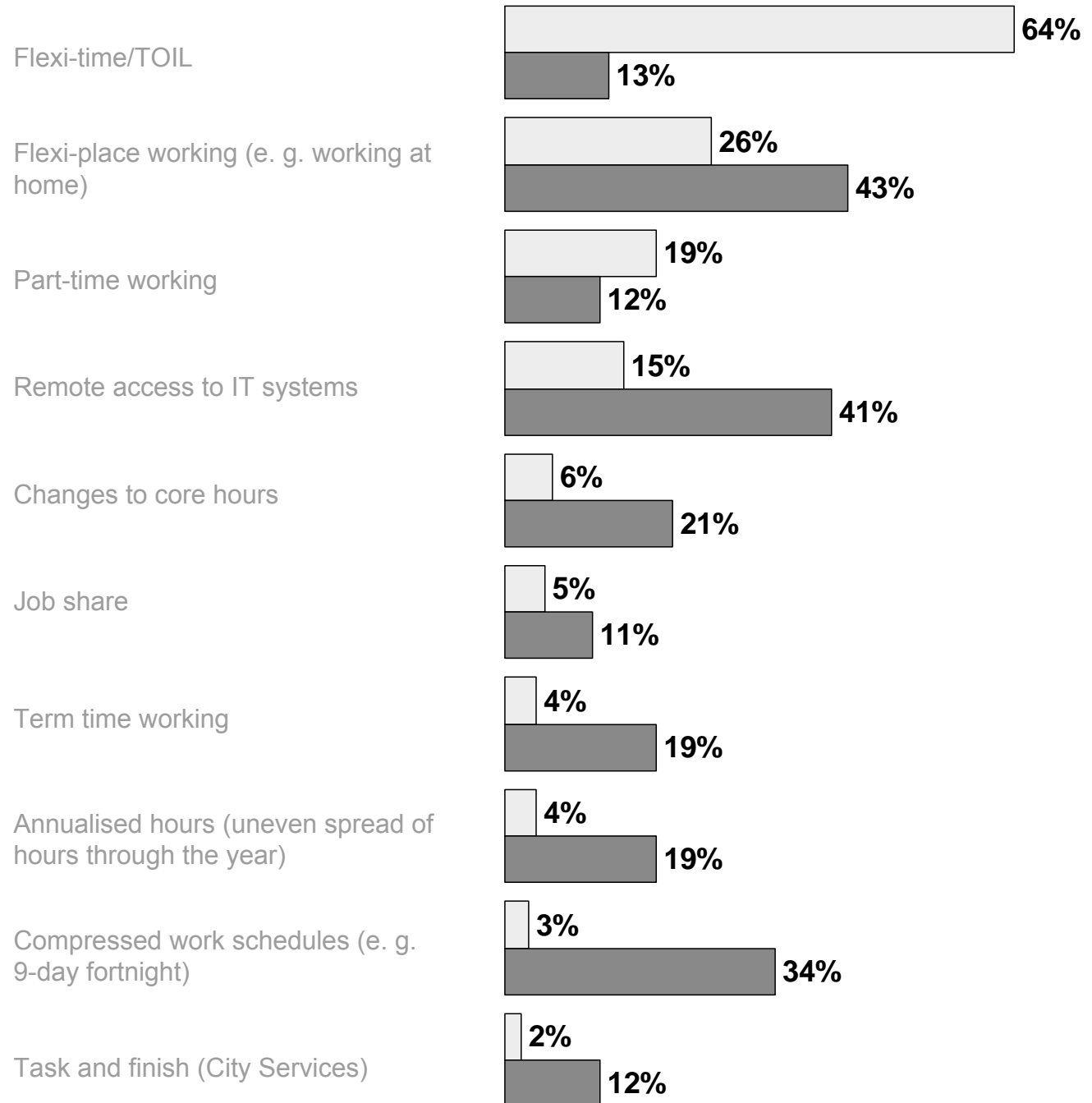


Two-thirds (66%) of employees feel they achieve a good work/life balance. However, nearly a third (31%) feel that stress is affecting them in their personal life. On balance, only slightly more agree (32%) that the Council helps and supports employees to manage their work/life balance than disagree (26%).

Listed below are examples of ways of working which may help colleagues to achieve a good 'work/life balance'.

Q Please indicate those which you currently use.

Q Please indicate those which you currently do not use, but would like to.



Two-thirds (64%) of staff use Flexi-time/ TOIL and a quarter (26%) Flexi-place working. There are, however, some areas where there is clearly demand to utilise a 'way of working' but where actual utilisation is low. For example, two in five (41%) would like remote access to IT systems, however only one in seven (15%) say they currently do, one third (34%) would like a compressed work schedule, but only 3 per cent of staff currently have one.

# Equality and diversity

## Equality and diversity policy and practice

Q How far do you agree or disagree with the following statements?

The Council provides equality of opportunity regardless of...

% Disagree

% Agree

...sex/gender

5

80

...ethnic background

6

80

...religion

2

79

...sexual orientation

5

79

...disability

5

77

...age

6

74

The Council has a culture which is accepting of difference

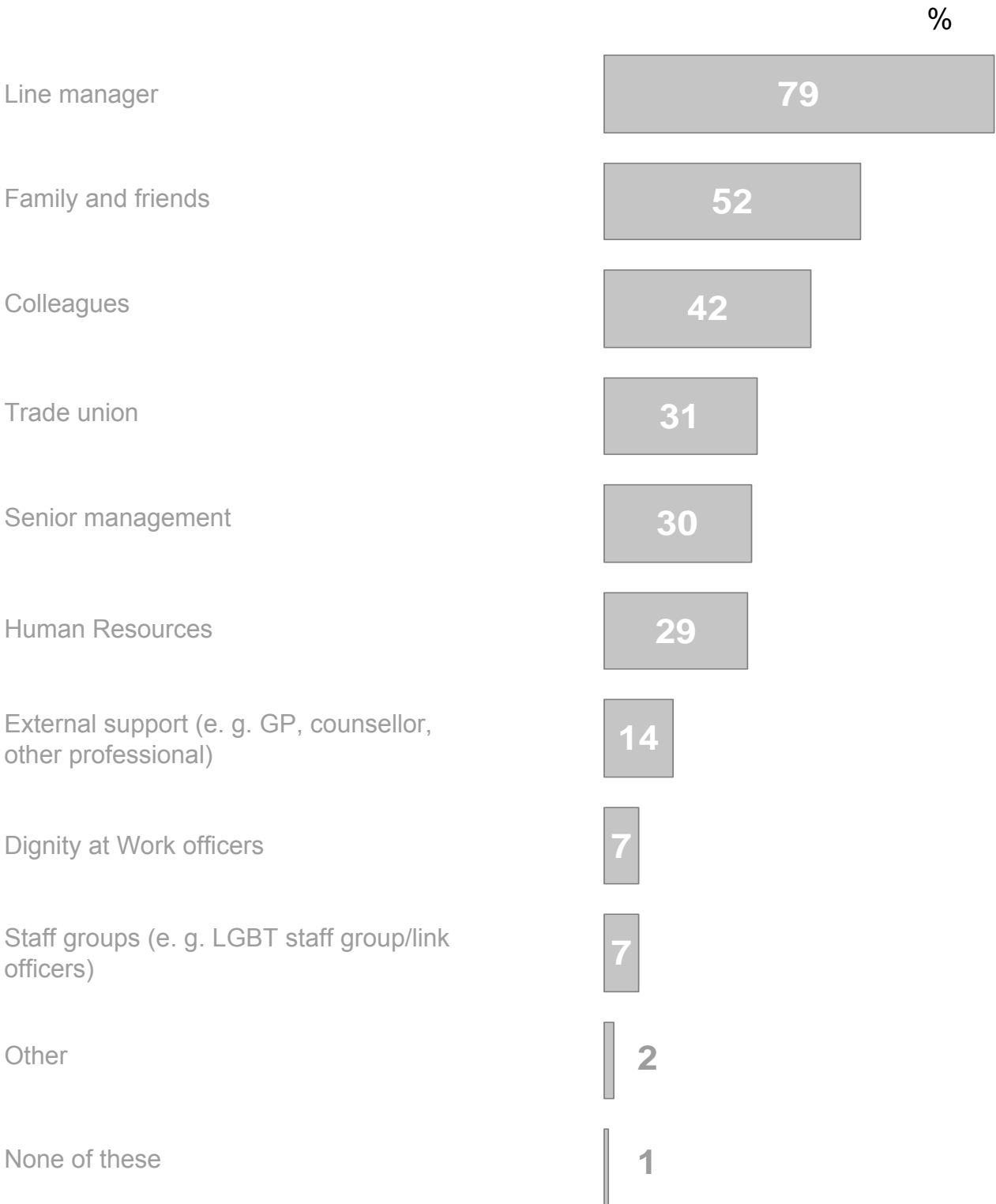
5

79

*Staff, on the whole, appear to view the Council as strong on equal opportunities – the vast majority agreeing that equality of opportunity is provided regardless of sex, ethnicity, religion, sexual orientation, disability or age. Four in five (79%) feel the Council has a culture which is ‘accepting of difference’.*

43 of 52

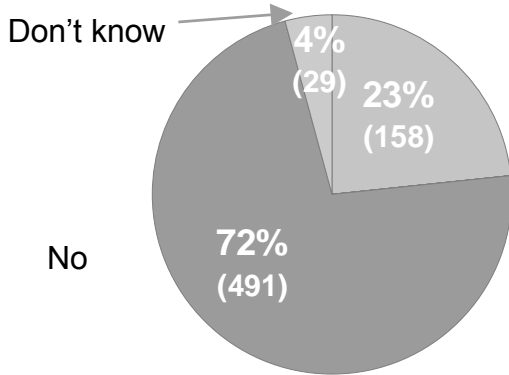
Q Who would you go to for support if you were the victim of some form of discrimination, bullying or harassment in the workplace?



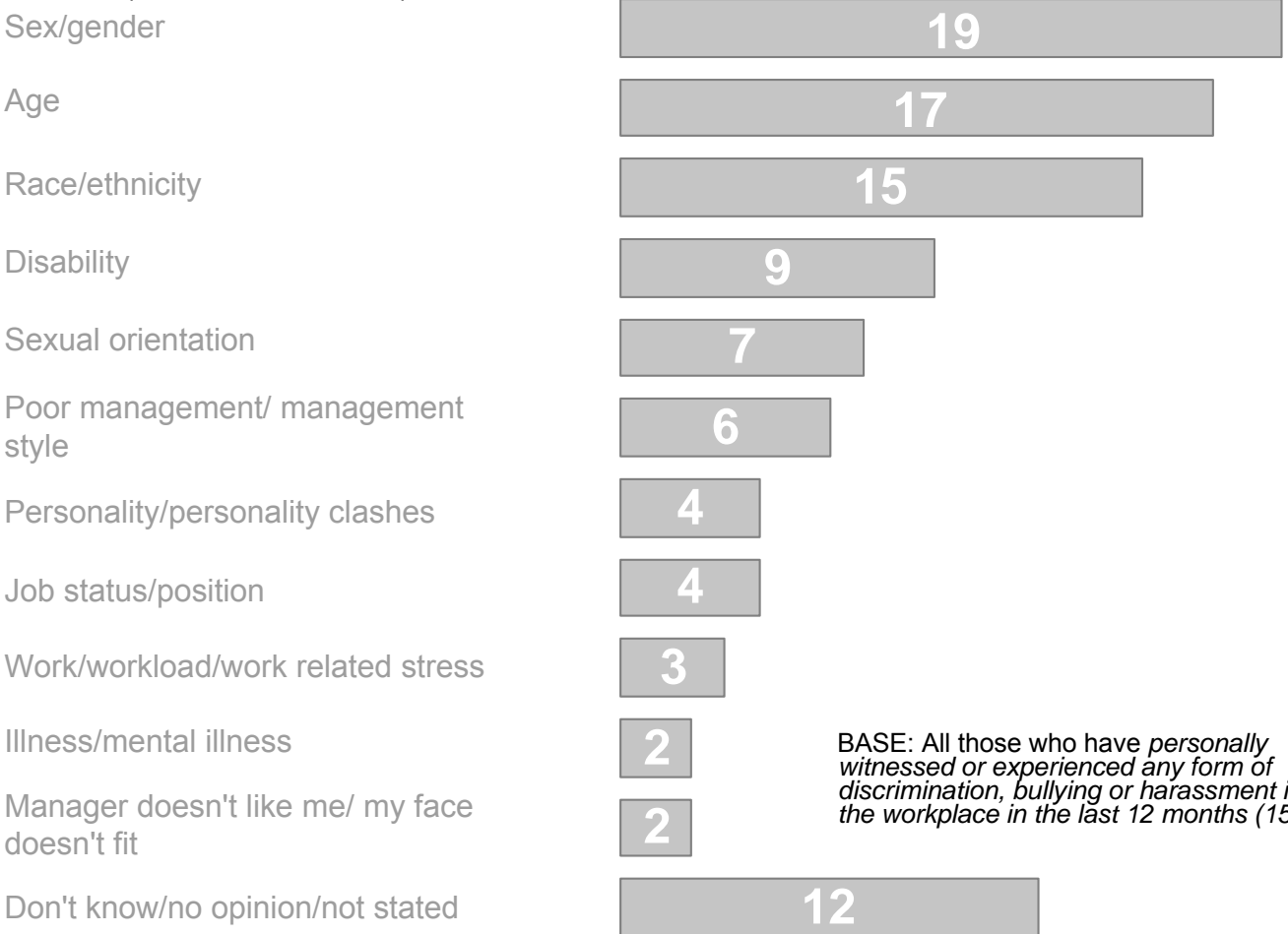
**Most employees would go to their line manager to seek support in the event of some form of discrimination, bullying or harassment. More informal sources of support such as family and friends and colleagues are also commonly mentioned. Staff groups and Dignity at Work officers are the least popular.**

## Discrimination, bullying and harassment

Q Have you personally witnessed or experienced any form of discrimination, bullying or harassment in the workplace in the last 12 months?



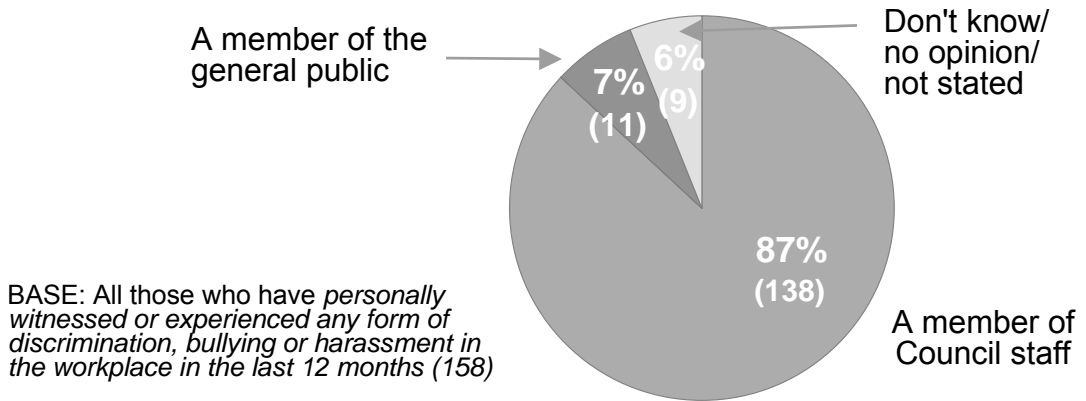
Q Thinking about the most recent act of discrimination, bullying or harassment you have witnessed or experienced, do you think this was because of... (answers above 1%)



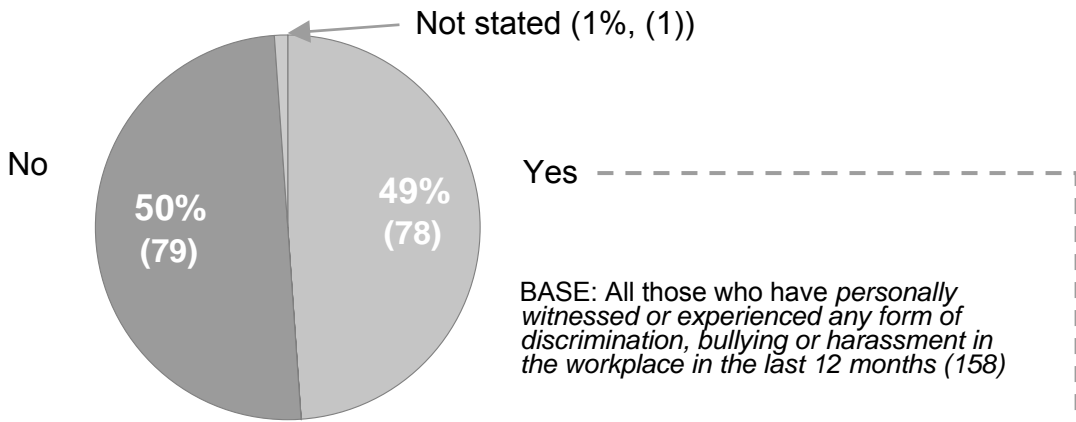
BASE: All those who have personally witnessed or experienced any form of discrimination, bullying or harassment in the workplace in the last 12 months (158)

Despite staff positivity towards the Council's performance on equal opportunities, approaching a quarter (23%) say they have personally witnessed or experienced some form of discrimination, bullying or harassment in the workplace in the last 12 months. Most common reasons cited for this are sex/gender, age, and race/ethnicity.

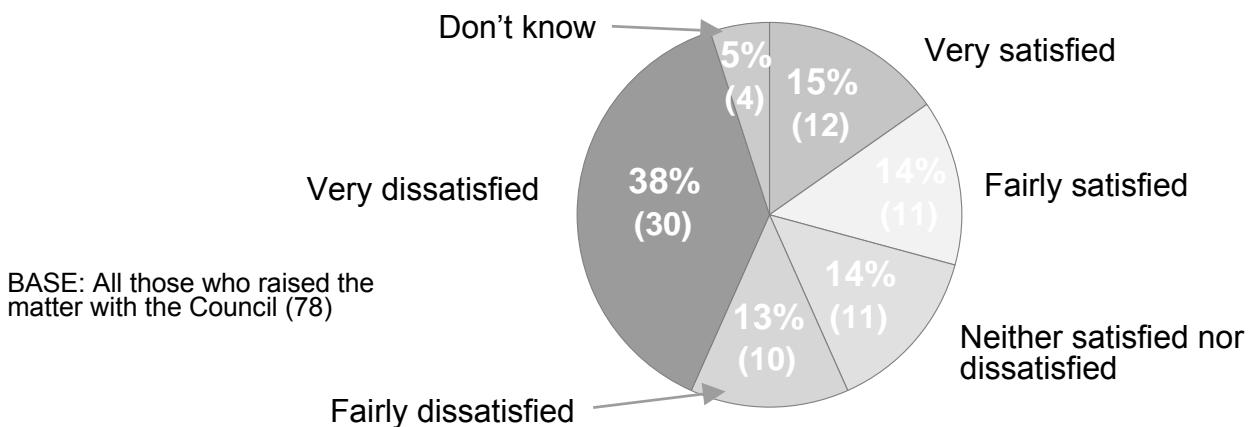
Q Was the source of this discrimination, bullying or harassment...?



Q Did you raise the matter within the Council?



Q How satisfied were you with the way in which the matter was dealt with?



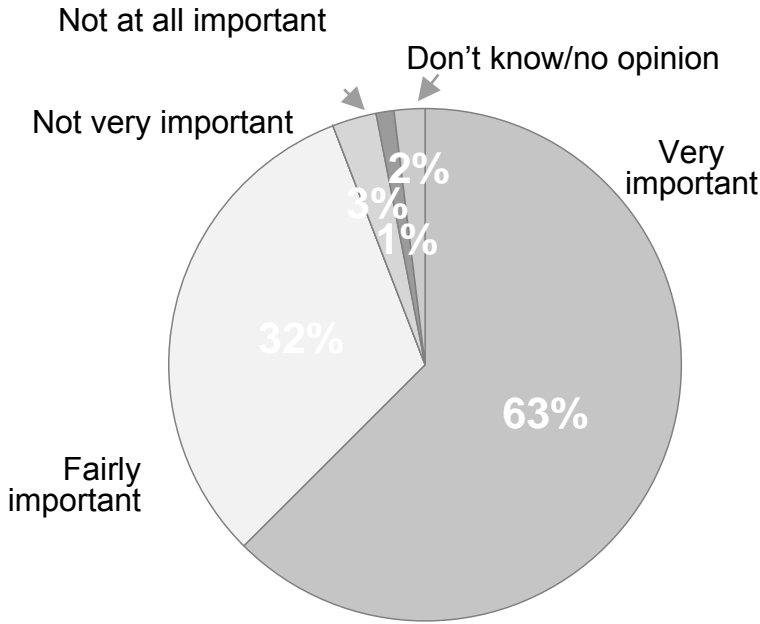
For those who say they have witnessed or experienced discrimination, bullying or harassment (138 employees), Council staff are clearly the major source. Only half (49%) of these staff tell us they did raise the matter within the Council and of these, only 33 say they were satisfied with the way in which the matter was dealt with. Two in five (38%), or 30 individuals, say they were very dissatisfied. The Council may wish to look in greater depth at the reasons for colleagues not raising these issues, and at the effectiveness of the procedures in place to deal with allegations of discrimination, bullying or harassment in the workplace.



# Environmental sustainability

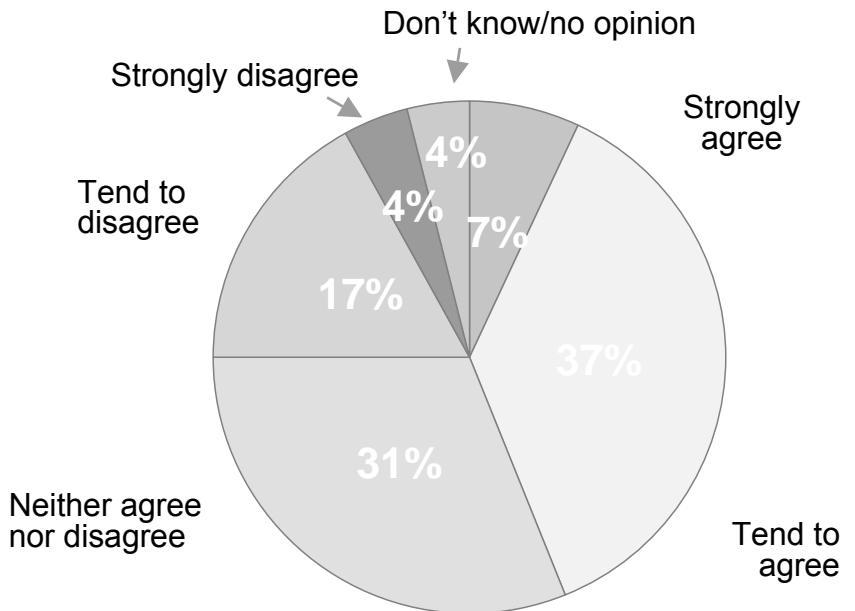
## Environmental Sustainability

Q How important is it to you that the Council cares for the environment?



95 per cent of employees feel it is important the Council cares for the environment, three in five (63%) feel this is very important...

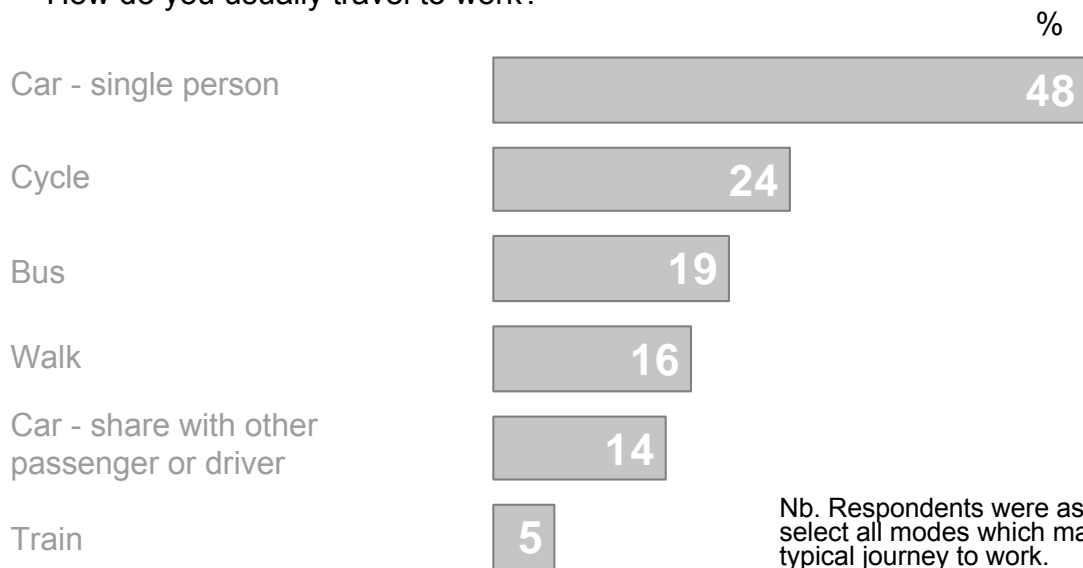
Q How far do you agree or disagree with the following statement?  
The Council provides me with the opportunity to work in an environmentally sustainable way



...however, fewer (44%) staff feel the Council provides them the opportunity to 'work in an environmentally sustainable way'. This would suggest an opportunity for the Council to do more on the ground to facilitate and empower staff to develop 'greener' ways of working.

## Travel to work

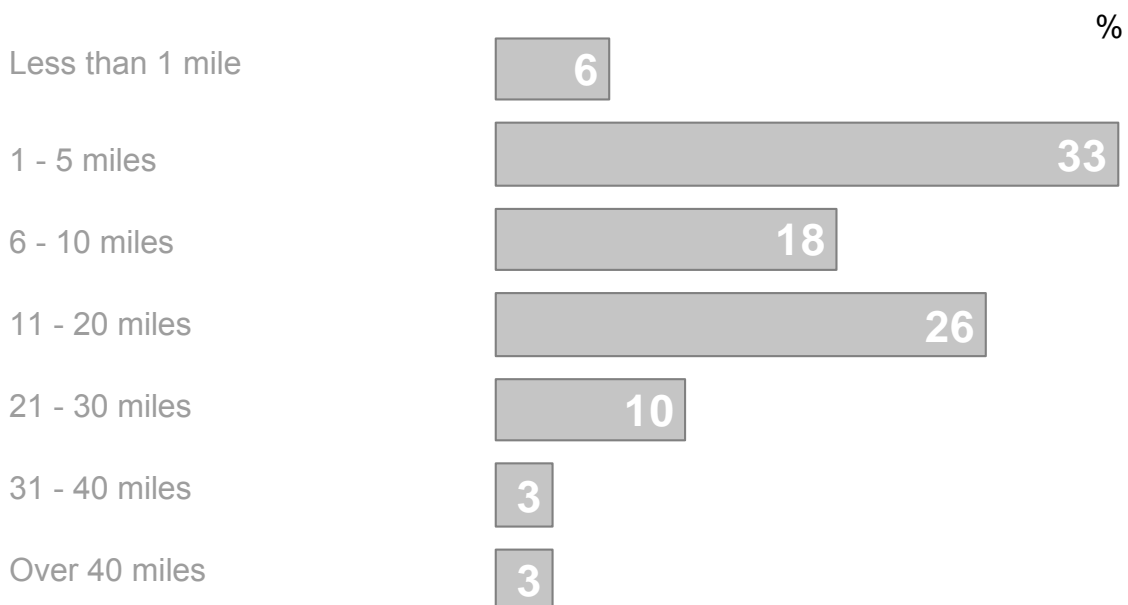
Q How do you usually travel to work?



Nb. Respondents were asked to select all modes which make up their typical journey to work.

*For the majority of staff, travel by car makes up at least a part of their typical journey to work, however only one in seven (14%) say that they share their car journey with another person. Encouragingly, a quarter of staff tell us they cycle for at least part of their journey.*

Q Approximately how far do you travel from home to your main place of work?

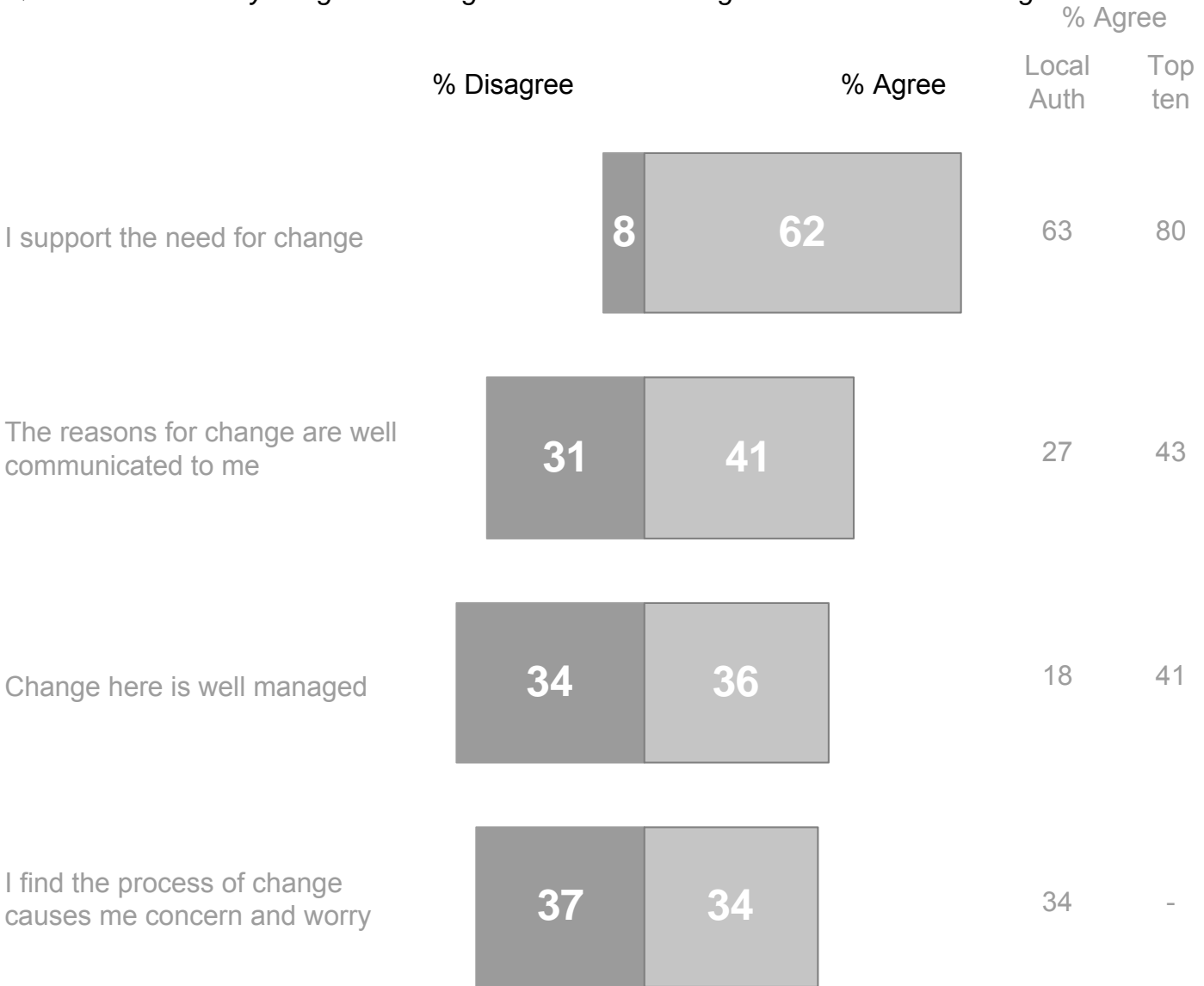


*Two in five staff (39%) live within 5 miles of their main place of work, three in five (57%) within a ten mile radius. This finding, combined with the relatively low numbers of 'car sharers' compared to 'car drivers', might signify an opportunity for the Council to encourage more car sharing.*

# Change and the future

## Attitudes to change

Q How far do you agree or disagree with the following statements about change?



*Several aspects of employee attitudes to change are broadly in-line with Ipsos MORI LA norms, these include overall support for change and the proportion of staff who say the process of change causes them concern and worry. The Council outperforms the Ipsos MORI LA norm in terms of staff feeling that change is well managed within the organisation and that the reasons for change are well communicated to them.*

## Improving the Council

Q If you could make one suggestion to improve the Council as a place to work, what would it be? (responses above 2%)

