
2019 EMPLOYEE SURVEY AND ORGANISATIONAL CULTURE AUDIT

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to present the findings from the Council's 2019 Employee Survey and the Organisational Culture audit and the combined action plan developed in response.

2. RECOMMENDATIONS

- 2.1 To review and endorse the 2019 Employee Survey Report.
- 2.2 To review and endorse the Organisational Culture Audit Report.
- 2.3 To review and endorse the combined action plan.

3. DETAIL**Introduction**

- 3.1 In 2018/19 internal audit carried out a review of the council's organisational culture and in March 2019 the council conducted its 2019 employee survey. There a number of consistent messages emerging from both pieces of work. It is proposed therefore to have one combined action plan rather than two separate action plans which would, to an extent, replicate each other.

2019 Employee Survey

- 3.2 Our employees are key to the council achieving success for Argyll and Bute; we want to be sure that we are doing all we can as an employer to support them in their work.
- 3.3 The council therefore carries out an employee survey approximately every two years, to hear from employees' views on what support is effective, and what additional actions would help them deal with what are challenging times for local authorities.
- 3.4 Nine hundred employees from across all council services responded to the survey, and provided more than 2,000 comments. In brief:
- Positive progress shown in terms of the 'balance of the deal' ie how much employees feel their contribution to the council matches what they get back from the council.

- Increased awareness via senior leaders of the vision for the council.
- Employees know why their work matters to Argyll and Bute, know how to put our values into practice and would take action to support themselves and their colleagues at work.
- The number of respondents fell compared to the previous employee survey: employees want to know that responding to surveys makes a difference.
- Concern about job insecurity is highlighted as a significant issue
- More credit/recognition for work done is highlighted as a key source of support.
- The role of managers is confirmed as vital: from acting on ideas for improvement to involving employees in the council by sharing information.

3.5 Findings from the survey are set out more fully in Appendix 1.

Organisational Culture Audit

- 3.6 The Council's 2017/18 internal audit plan included an audit of 'Organisational Culture' with a high level scope of 'Providing assurance over organisational culture and behaviours.' This audit was not delivered in 2017/18 and was carried forward into the 2018/19 audit plan.
- 3.7 This was not a traditional audit in that there is no clear framework or best practice guidance against which the council's culture can be assessed or benchmarked nor is it a review of compliance against existing controls and processes. Consequently the report has been used to highlight a series of key messages and, unlike, other audit reports, does not provide an overall audit opinion.
- 3.8 The fieldwork phase of the audit gathered relevant information via a staff survey, elected member survey and discussions with relevant officers. Section 2 of the report set out in Appendix 2 summarises the key findings against the seven areas of focus with section 3 providing greater detail.
- 3.9 As per paragraph 3.1 of this paper the action plan in appendix 3 is a combined action plan which the SMT have agreed to deliver to address the feedback from the culture report and the 2019 employee survey. Internal Audit will monitor the delivery of the combined action plan using their standard monthly follow up process.

4. CONCLUSION

- 4.1 The actions set out in the combined plan are intended to develop the council's culture and working practices in line with employees' views.

5. IMPLICATIONS

- 5.1 Policy - None

- 5.2 Financial - None
- 5.3 Legal - None
- 5.4 HR - None
- 5.5 Equalities - None
- 5.6 Risk - None
- 5.7 Customer Service – None

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APPENDICES

Appendix 1 – 2019 Employee Survey Report
Appendix 2 – Organisational Culture Audit Report
Appendix 3 - Combined Action Plan