

REPORT TO	ON
CABINET	25 October 2017

September 2017

TITLE	PORTFOLIO	REPORT OF
Scrutiny's Review of Staff Morale	Leader	Interim Corporate Governance Manager

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	No
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

## 1. PURPOSE OF THE REPORT

1.1 Following the adoption of the Scrutiny Task Group's Review of Staff Morale by the meeting of the Scrutiny Committee, Cabinet are asked to approve the draft response to the recommendations set out within the action plan at Appendix A.

## 2. PORTFOLIO RECOMMENDATIONS

**2.1 That Cabinet approves the draft response to the recommendations of the Scrutiny Committee Review of Staff Morale at Appendix A to the report.**

**2.2 That Cabinet notes that the report and action plan will be presented to the next meeting of full Council on 22 November 2017.**

## 3 CORPORATE PRIORITIES

The report relates to the following corporate priorities:

Clean, green and safe		Strong and healthy communities	
Strong South Ribble in the heart of prosperous Lancashire		Efficient, effective and exceptional council	√

## 5. BACKGROUND TO THE REPORT

**5.1** The results of the staff survey which was conducted in November 2016 were reported into the January meeting of the Scrutiny Committee for their information.

**5.2** Members were very concerned at the outcome of the survey and requested that the Leader developed a detailed plan outlining the response to the issues which were highlighted by the survey as a matter of some urgency.

**5.3** The Leader's response was considered at their meeting in June 2017, following which members felt it would be helpful to carry out a more focused piece of work to explore staff morale now that some months have elapsed since the initial survey.

**5.4** The full report of the Task Group is attached at Appendix B. Cabinet will note that the Task Group adopted the following aims and objectives:

- ▶ Review the steps taken to respond to the results of the employee survey.
- ▶ Assess the effectiveness of the actions taken following the survey and impact on staff morale.
- ▶ Consider the role of Members in inspiring and encouraging staff morale.
- ▶ Demonstrate to staff the commitment of Members to respond to their feedback and be the best possible employer.
- ▶ Consider best practice and complement the work of the new Chief Executive in engaging with employees.
- ▶ Make recommendations on how the Council could improve staff morale.

**5.5** The Group met on 7 occasions meeting with the Leader and officers, a focus group of staff from the Staff Involvement Group and Kash Haroon, Director at North West Employers.

**5.6** The key findings of the Task Group are set out at page 8 of Appendix B. In summary the Task Group found that there had been a significant amount of work undertaken since the employee survey results had been published in January which had been very positive. However, it was early days with more to be done to engage staff and embed the outcomes. Key concerns included the need for continued improvement in communications, the need to address a perception that staff at the depot were treated differently and the concern that the behaviour of some members had resulted in an adverse impact on staff morale. The Group also recognised that the appointment of a new Chief Executive had been positive with proposed restructure of the Management Team seen as an opportunity to improve the managerial leadership.

**5.7** The report is now before Cabinet to consider each recommendation and if accepted to approve an action plan. Appendix A sets out a draft action plan for Cabinet's approval.

**6. CONSIDERATION OF SCRUTINY REPORTS**

**6.1** The Scrutiny Procedure Rules provide that once a Scrutiny review has been agreed by the Scrutiny Committee the Chief Executive will allocate it to either, or both, the Cabinet and Council for consideration, according to whether the contents of the report would have implications for the Council's Budget and Policy Framework.

**6.2** In this instance the Chief Executive has considered that the report should go to both Cabinet and full Council in view of members concerns regarding this issue and the need for all members to be aware of the contents of the action plan.

**6.3** Cabinet should note that it is the Cabinet's responsibility to implement any action plan approved by them and to submit regular reports to the Scrutiny Committee for information.

**7. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

Not applicable

**8. OTHER OPTIONS CONSIDERED**

It is open to the Cabinet not to accept either all or any of the individual recommendations of the Scrutiny Team, provided that a cogent reason is given for not doing so.

**9. FINANCIAL IMPLICATIONS**

There are no immediate financial implications arising as a result of the recommendations although some of the proposals may need funding as part of the Council's overall Communication and Transformation Strategies. It is too early to quantify any specific actions.

**10. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

Appendix A of this report provides reassurance in relation to the Council's commitment toward 'One Council, One Team Creating Excellence' with staff at the heart of the organisation moving forward. Implementation of the Transformational Strategy brings to life the new 'South Ribble Way' for the benefit of all staff. In addition, the historical concern that depot staff are treated differently has been heard and is being addressed with real action. Given the combined strategic commitment from members and the management team staff morale will continue to improve in a sustainable fashion.

**11. ICT/TECHNOLOGY IMPLICATIONS**

Not applicable

**12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

Not applicable

**13. RISK MANAGEMENT**

Poor staff morale is recognised as being a potential risk to the effective and efficient delivery of council services as well as potentially a risk to the overall health and well-being of individual members of staff. Improvements to staff morale are therefore important to mitigate against these risks.

**14. EQUALITY AND DIVERSITY IMPACT**

There is no direct impact as a result of this report.

**15. RELEVANT DIRECTORS RECOMMENDATIONS**

Not applicable

**16. COMMENTS OF THE STATUTORY FINANCE OFFICER**

There are no financial implications arising directly as a result of this report, however the proposed Action Plan will identify if there are any actions which cannot be funded from existing budgets and will therefore require additional budget provision to be approved.

**17. COMMENTS OF THE MONITORING OFFICER**

There are no legal implications arising from the contents of the report.

**18. BACKGROUND DOCUMENTS**

Reports to Scrutiny Committee January and September 2017

Appendix A Action Plan

Appendix B Report of the Scrutiny Committee Task Group – Review of Staff Morale

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Interim Corporate Governance Manager

Report Author:	Telephone:	Date:
Mrs C J Elwood		October 2017