



## **REPORT of CHIEF EXECUTIVE**

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**to  
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE  
5 JUNE 2025**

### **HEADLINE RESULTS AND ACTION PLAN OF THE STAFF SURVEY**

#### **1. PURPOSE OF THE REPORT**

- 1.1 To update Committee Members on the recent staff survey results and receive Committee feedback on the associated action plan that has been produced by the Management team.

#### **2. RECOMMENDATIONS**

- (i) That the Committee review and comment on the staff survey results and associated action plan activities listed in section 3.7 below;
- (ii) That Members confirm through this, they are assured the staff survey response is being managed effectively.

#### **3. SUMMARY OF KEY ISSUES**

- 3.1 The annual staff survey ran from 18 November 2024 to 3 January 2025.
- 3.2 Response rate to the survey decrease slightly to 58% of staff responding (-8%). All comments and feedback are treated anonymously to encourage openness in responses, and results are also produced for the Leadership team at a Directorate and Assistant Director level to also see local trends.
- 3.3 Overall, 78% of questions asked had a satisfaction level less than the targeted 75%, this is an increase of 21% when compared to 2023 (*5 saw a positive increase, 18 saw a decrease, 9 remained level, 5 were new*).
- 3.4 Key changes in comparison to the 2023 survey:
- Two questions saw a back-to-back decrease; 'Feeling able to speak openly' and 'receiving useful and constructive feedback'.
  - Less people agreed that Maldon District Council is changing for the better (-21%).
  - There was a continued improvement in perception of staff having to work over the contracted hours, although more staff felt excess pressure in their role which was the first increase since 2020.
  - There was a strong sense of satisfaction that staff are supported by colleagues however it did see a decline in comparison to previous years (-6%), along with receiving regular 121s (-5%) and receiving useful and constructive feedback (-7%).

- Overall, there was a reduction in satisfaction that the council demonstrates a genuine concern for staff wellbeing (-11%).

3.5 Top five responses to questions asked:

Most Positive	Most Neutral	Most Negative
I see where my work adds value/makes a difference to my customer (90%)	What is your present view of member culture (53%)	I often have to work over my contracted hours to get my work done (35%)
I have a strong commitment to improve the processes and find smarter ways of doing things (87%)	I feel like Maldon District Council (MDC) is changing for the better (51%)	I constantly experience excess pressure in my role and find my workload excessive (28%)
I am happy with the range of corporate communications the Council provides (81%)	There is a clear vision for the future of MDC (41%)	I have sufficient resource to carry out my job (28%)
I have regular catch ups and one to one's with my line manager (80%)	I am satisfied with the employee benefits I receive (39%)	I am offered sufficient career development within MDC (28%)
I feel supported by my colleagues (79%)	I feel supporting by the leadership team (31%)	I feel as if the council values me and my work and achievements (24%)

3.6 Top five response themes from free text questions asked:

What do you want to contribute to the council going forward?	Are there any frustrations or challenges you can see going forward?	Is there anything not covered in the survey, that you wish to leave feedback/comment on?
Continue improving processes and assets	Teams not adequately resourced	Promote benefits of flexible / hybrid working brings
Continue to be a valued member of staff	Not an effective structure	Build an effective structure.
Delivering good quality services	Lack of career/role progression	Received a positive experience working for MDC
Improved relationships with public & businesses	Management of members exception & requests	Promote a better in office working environment
Continued personal development	Promote to roles from within	Transparency about strategic direction & evidence supporting decisions.

3.7 The Leadership team reviewed the full results February 2025 and held a workshop to look at potential actions to address the learning gained. This action plan is a live list which will be updated and monitored quarterly through the Balance scorecard. The actions are as follows:

Ref	Learning	Action
1	In 7 of the 37 questions, over 75% satisfaction was achieved. Additionally, there were many comments that showed commitment to our customers, to delivery and to improving things.	Look at ways to celebrate more our dedicated staff that we do have, and the achievements we have been able to deliver.
2	11% less staff agreed the Council recognises speaking openly and being	HR and Communication team will establish a staff networking group that

Ref	Learning	Action
	transparent about the workplace and any issues provides an opportunity for improvement.	is supportive and welcoming, for employees to come together, to create change in the workplace, led by the staff for the staff.
3	There was a 21% reduction in agreement that MDC is changing for the better	<p>We acknowledge that the survey happened when the leadership structure has just changed, and this may have had an impact.</p> <p>This year, we will conclude the Have Your Say, Local Government Association (LGA) review and keep staff informed.</p>
4	37% reported feeling excess pressure in their role, and additionally there were a significant group of comments 'Teams not adequately resourced' which also showed staff feel we don't recruit to vacancies fast enough to support teams.	<p>Create a recruitment and onboarding project team to look at existing recruitment practices, taking into consideration ways to be more efficient, benchmarking data from other councils and our own Key Performance Indicators (KPIs). This will include management review of vacant posts within the structure.</p> <p>As part of the recently agreed budget with Members in February, we have approval for additional resource and will look to fill these over the coming months.</p>
5	There were many comments that staff did not feel the structure was right.	We will conclude the Have Your Say, LGA review and keep staff informed.
6	There were many comments that staff did feel there was clear career/ role progression.	<p>This financial year a new Workforce Development Strategy will be produced to identify how we will enable our staff to achieve and succeed when delivering services to the community.</p> <p>SMART objectives and training discussions will continue to take place individually for staff to identify and discuss requirements.</p>
7	There was a cluster of comments around 'managing member expectations and requests' which linked to the pressure that some staff were feeling.	<p>Assistant Directors will be included in the group leaders meeting to ensure a consistent approach for members and officers around compliance.</p> <p>We will run a 'working with elected member' session for staff to promote our processes and protocols.</p>
8	Some comments mentioned IT not fit for purpose	A lot of work has been identified in the Technology Strategy and technology roadmap, but we acknowledge that these improvements can often take time.

Ref	Learning	Action
		For more awareness of the work we are doing, we will promote the Technology Strategy.
9	There is a difference in satisfaction across areas of the organisation.	Data has been made available to our Assistant Directors who will be reviewing the areas where their teams are less satisfied and looking to improve this as part of their service planning.

#### 4. CONCLUSION

- 4.1 The staff survey headline results are provided for members assurance that staff feedback in being taken seriously, acted upon, and plans are developed to bring about improvement.

#### 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

- 5.1 This work underpins the performance and efficiency of the work on the corporate plan.

#### 6. IMPLICATIONS

- (i) **Impact on Customers** – Identifies specific links between the staff and how the role interacts with customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk (including Fraud implications)** – Supports mitigating corporate risk around staff retention.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – The response to staff survey demonstrates how we understand and react to staff concerns.

Background Papers: None.

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