

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

Agenda Item No. 7

meeting date: WEDNESDAY, 18 MARCH 2020
 title: STAFF SURVEY RESULTS 2019
 submitted by: JANE PEARSON – DIRECTOR OF RESOURCES
 principal author: MICHELLE SMITH – HEAD OF HR

1 PURPOSE

1.1 To report on the Employee Survey 2019.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – }
- Corporate Priorities – } An engaged workforce and positive morale
underpin all our ambitions and priorities.
- Other Considerations – }

2 BACKGROUND

2.1 We carry out a staff survey every two years and it is an important part of our staff engagement strategy. The purpose of the survey is to establish an overall picture of how staff feel about working for the Council and to compare results with previous years so that we can identify any trends. We want to know what staff think, what is important to them and how we can all work together to make the Council a good place to work and an organisation that delivers the best service it can to the residents of the borough.

2.2 UNISON are consulted on the design and delivery of the survey and are supportive of the exercise. The survey built upon previous surveys conducted in 2017, 2015, 2012, 2010, 2008 and 2006. The Action Plan from the last survey in 2017 is attached at Appendix A.

2.3 Following concerns in the past regarding response rates and anonymity, it was agreed once again to conduct the survey with the help of an external consultant. We used Pearson Insight, a company that was set up by Adam Pearson who had previously worked for a research company based within Blackpool Council. Adam has worked with us for a number of years on the design, delivery and analysis of our surveys.

2.4 A self-completion questionnaire methodology was used in this research, with Snap survey software being utilised. The survey was made available to complete online and those employees who did not have access to a PC, or who were on leave when the survey was launched, were given access to a paper version of the questionnaire.

2.5 The survey was launched on 11 November 2019 with regular reminders sent before the survey closed on 29 November 2019. A copy of the survey is attached at Appendix B. The survey was also publicised in the staff newsletter – Backchat.

2.6 The key issues explored in the research were:

- what is important to staff – we asked staff to rank the things that make somewhere a good place to work;

- communication - issues such as formal communications, the Intranet and staff newsletters;
- the Council as a whole - examining issues such as organisational culture, the Council's core values, customer focus and job satisfaction;
- wellbeing – including work life balance, stress and workloads; and
- suggestions for improvement.

3 AIMS AND OBJECTIVES OF THE RESEARCH

3.1 The research has several important strategic applications within our organisation and provides:

- contextual information to be used in the continual development of managers and Heads of Service;
- intelligence on the culture of our organisation that can be measured against previous surveys to show change over time;
- information on the effectiveness of particular schemes such as flexible working hours and our communication methods; and
- an opportunity for employees to feedback to Corporate Management Team (CMT) and Heads of Service on key organisational issues that impact on their working environment.

4 RESPONSE RATES

4.1 The overall response rate was 76% - which was a significant increase on the 46% response rate achieved in 2017.

	2019	2017	2015	2012	2010	2008	2006
Council	76%	46%	54%	49%	47%	38%	52%
Chief Executives	73%	40%	36%	47%	30%	68%	51%
Community Services	58%	24%	24%	20%	25%	17%	39%
EDP	67%	*	*	*	26%	33%	53%
Resources	89%	38%	31%	48%	46%	36%	54%

* Note the development directorate was removed from the establishment following an organisational restructure in 2012 and in 2019 the new Economic Development and Planning Directorate (EDP) was created.

4.2 The improved response rate was probably influenced by two factors. Firstly, the UNISON Branch Secretary worked closely with us on the design of the survey and actively encouraged members to take part. In addition, a member of staff put forward a proposal that for every survey completed the Council donate £1 to charity. Members of this Committee suggested that donations be made to four charities: Alzheimer's Society, Friends of the Earth, MIND and North West Air Ambulance, we have been able to make a donation of £50 to each of these charities.

5 ISSUES

- 5.1 The full Results Research Report is attached at Appendix C.
- 5.2 This analysis was presented to CMT in January 2020. Having reviewed the results, CMT decided to dedicate some time for further consideration of the results with Heads of Service and as such an 'Away Day' took place on 2 March 2020. The main focus of the day was the Staff Survey and discussions were facilitated by Adam.
- 5.3 An initial action from the 'Away Day' has been to circulate the results to all staff. Heads of Service have been asked to meet with their staff to review the results and gather further feedback. This feedback will then be reported back to CMT so that we can develop an Action Plan going forward. I will share the Action Plan with Committee at a future meeting.

6 RISK ASSESSMENT

- 6.1 The approval of this report may have the following implications:
- Resources – There may be some small resource implications depending upon steps taken in the Staff Survey Action plan.
 - Technical, Environmental and Legal – None.
 - Political – None.
 - Reputation – Taking account of staff views and acting upon where possible/appropriate will serve to enhance our reputation as a good employer.
 - Equality & Diversity – It is important that all staff have the opportunity to express their views/opinions via a fair and simple process that affords them anonymity and ensures that their views are given serious consideration by CMT, Heads of Service and Members.

7 CONCLUSION

- 7.1 That Committee note the report.

MICHELLE SMITH
HEAD OF HR

JANE PEARSON
DIRECTOR OF RESOURCES

BACKGROUND PAPERS

None.

For further information please ask for Michelle Smith, extension 4402

STAFF SURVEY 2017 - ACTION PLAN

APPENDIX A

Many of the comments received in the follow up staff survey can be divided in to one of two themes: Communication and Training and Development

AREA	ISSUES	PROPOSED ACTION	DUE DATE	RESPONSIBLE OFFICER
A Communication	<p>Staff felt that communications could be improved if:</p> <ul style="list-style-type: none"> • CMT minutes were circulated or made more accessible • More team meetings were held so that all the team and the managers are kept up to date 	<ul style="list-style-type: none"> • Minutes of CMT meetings are to be circulated in a more timely manner • Team meetings will be arranged in all service areas to follow on from the quarterly Heads of Service meetings • CMT will communicate with Heads of Service on 'hot topics' and this information will be circulated to staff • Managers to make sure they are visible to all their staff 	<ul style="list-style-type: none"> • Immediately • After the next Heads of Service meeting • Ongoing • Ongoing 	<ul style="list-style-type: none"> • Corporate Management Team and PA to CEX • Heads of Service • CMT and Heads of Service • CMT, Heads of Service, and Managers
	<p>Staff suggested that the Council could be a better organisation to work for if:</p> <ul style="list-style-type: none"> • There was better communication from management 			
	<p>Staff suggested that managers could keep their staff informed by:</p> <ul style="list-style-type: none"> • Increasing the frequency of team meetings • Increasing the day-to-day contact with staff in their department 			
	<p>Staff suggested they would be more proud to work for the Council if:</p> <ul style="list-style-type: none"> • Achievements at work were highlighted to all • There was more positive PR communicated • There was an increased focus on good service 			
	<p>Staff suggested they would be more satisfied with their job if:</p> <ul style="list-style-type: none"> • The work they completed was more appreciated 	<p>Achievements, positive feedback from customers and positive stories about service delivery are to be communicated better to all staff through Backchat</p>	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Head of HR • Heads of Service

STAFF SURVEY 2017 - ACTION PLAN

APPENDIX A

AREA	ISSUES	PROPOSED ACTION	DUE DATE	RESPONSIBLE OFFICER
B Training and Development	<p>Staff felt training and development could be improved if:</p> <ul style="list-style-type: none"> • More training is allocated • Training is viewed more positively and is given more priority • Staff were kept up to date with the training opportunities which were available 	<ul style="list-style-type: none"> • An Annual Training Plan is to be prepared based on the training needs identified at Performance Appraisals. • The Annual Training Plan is to categorise training requirements as: <ul style="list-style-type: none"> ○ Corporate training ○ On the job training ○ Personal Development • The Training Plan is to be circulated to Heads of Service and be discussed at a forthcoming Heads of Service meeting to ensure all training needs have been identified. • The Training Plan is then to be reported to Personnel Committee • Corporate training opportunities are to be arranged every twelve months to include regular updating/refresher training on: <ul style="list-style-type: none"> ○ Training on Excel, Word and Outlook ○ Stress Awareness ○ Safeguarding ○ PREVENT 	<ul style="list-style-type: none"> • May 2018 • May 2018 • Next Heads of Service meeting • September 2018 • Ongoing 	Head of HR and Principal Policy and Performance Officer
	<p>Staff suggested that managers could let their staff know how they are performing by:</p> <ul style="list-style-type: none"> • Increasing their focus on training 			

STAFF SURVEY 2017 - ACTION PLAN

APPENDIX A

AREA	ISSUES	PROPOSED ACTION	DUE DATE	RESPONSIBLE OFFICER
	<p>Staff believed the appraisal system could be improved if:</p> <ul style="list-style-type: none"> • It seemed less like a tick box exercise • There was an increased awareness that they are mandatory 	<p>Proposed changes to the appraisal system are already underway. This includes:</p> <ul style="list-style-type: none"> • Creating a register to ensure all appraisals are undertaken • To avoid delays managers no longer have to wait for their own appraisal to have been carried out before they can appraise their staff • CMT to receive regular updates on the number of completed appraisals 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Head of HR
	<p>Staff suggested that managers could let their staff know how they are performing by:</p> <ul style="list-style-type: none"> • Giving more feedback and appraisals 	<ul style="list-style-type: none"> • Staff to be given feedback and recognition for a job well done at appraisals 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Heads of Service
C Other comments	<p>Staff suggested that the Council could be a better organisation to work for if:</p> <ul style="list-style-type: none"> • There was more consistency in how staff were managed • There were better flexible working opportunities 	<ul style="list-style-type: none"> • Ensure that relevant policies and procedures are followed and applied consistently to all staff there is a consistent way in how staff are managed eg application of flexible working policy • The Flexible Working Hours Scheme was reviewed in February 2018 and it has been agreed that it should be regularly reviewed. 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	<ul style="list-style-type: none"> • Head of HR • Heads of Service
	<p>Staff suggested they would be more satisfied with their job if:</p> <ul style="list-style-type: none"> • The Council invested in better resources, offices, IT equipment and software 	<ul style="list-style-type: none"> • New ways of working are to be considered as and when appropriate • Corporate training on how to get the best use out of existing IT software 	<ul style="list-style-type: none"> • Ongoing • Every 12 months 	<ul style="list-style-type: none"> • Heads of Service and IT • Head of HR

* Feedback and clarification on other matters raised has been provided to staff on the Intranet.



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Employee Survey 2019

Time to have your say!

Welcome to our eighth Employee Survey. The purpose of the survey is to establish an overall picture of how employees feel about working for the Council. Your views are important and, as far as possible, what you say will make a difference. The questionnaire is strictly confidential.

What is important to you

Q1 We want to know what is important to you in making somewhere a good place to work. Please select the 3 most important things that you think make somewhere a good place to work

A good pension scheme	<input type="checkbox"/>	Job security	<input type="checkbox"/>
A nice environment to work in	<input type="checkbox"/>	Salary	<input type="checkbox"/>
Being thanked for my efforts	<input type="checkbox"/>	Supportive colleagues	<input type="checkbox"/>
Being trusted	<input type="checkbox"/>	The amount of holiday entitlement	<input type="checkbox"/>
Being valued by management	<input type="checkbox"/>	The approach to flexible working	<input type="checkbox"/>
Clear leadership	<input type="checkbox"/>		

Q2 We want to know how you feel about working for the Council and your job

	Always	Regularly	Some- times	Rarely	Never
Do you feel valued at work?	<input type="checkbox"/>				
How frequently do you receive recognition from your manager?	<input type="checkbox"/>				
Do you believe that CMT/Managers take your feedback seriously?	<input type="checkbox"/>				
Do you feel like Corporate Management Team is transparent?	<input type="checkbox"/>				
Do you feel like co-workers give each other respect?	<input type="checkbox"/>				

Q3

	Yes	No
Do CMT/Managers contribute to a positive work culture?	<input type="checkbox"/>	<input type="checkbox"/>
Do you believe you'll be able to reach your full potential here?	<input type="checkbox"/>	<input type="checkbox"/>
If you were given the chance, would you reapply for your current job?	<input type="checkbox"/>	<input type="checkbox"/>
Do you foresee yourself working here one year from now?	<input type="checkbox"/>	<input type="checkbox"/>

Q18 To what extent do you consider that you are under stress?

	Completely stress-free	Small amount of stress	Moderate amount of stress	Large amount of stress	Prefer not to say
At home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q19 We are keen to promote good health and wellbeing both in and outside work.

	Strongly agree	Agree	Some-times	Disagree	Strongly disagree
My deadlines are realistic and achievable	<input type="checkbox"/>				
I have too many different tasks to do	<input type="checkbox"/>				
I am subject to personal harrassment in the form of unkind words or behaviour	<input type="checkbox"/>				
I think morale is good in my service area	<input type="checkbox"/>				

Improvement

Q20 What one thing, if anything, should the organisation stop doing?

Q21 What one thing, if anything, should the organisation start doing in order to improve?

Q22 What one thing, if anything, is the organisation currently doing which it definitely needs to continue?

About You

We are committed to ensuring that all our employees are treated fairly. The following questions will enable us to gain a better understanding of whether there are any views which are common to specific areas.

Q23 In which Directorate of the Council do you work in?

Community Services
 Resources
 Chief Executives
 Economic Devt and Planning

Q24 Which building do you mainly work from?

Council Offices, Church Walk
 Other Council building

Thank you very much for your time. Please submit your response in the boxes provided by the clocking-in machine on level B, at the Depot, Pool or Platform Gallery or online by 29th November 2019.



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Staff Survey 2019.

Research Report.



pearson insight

Sections.

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Executive summary.

Overview.

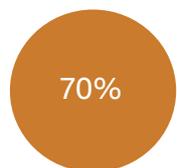
183 responses were received to Ribble Valley Borough Council's 2019 staff survey, representing a **response rate of 76%**. This is much higher than the 46% response achieved in 2017 and 54% in 2015.

The survey included a number of sections on a range of different aspects relating to working for the Council, as well as several open-ended questions for staff to give feedback on things which could be improved or built upon.

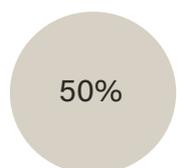
Snapshot.



Strongly agree or agree that they are **satisfied with their job** at Ribble Valley Borough Council



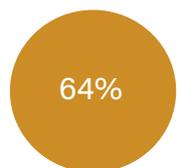
Staff who **see themselves working at Ribble Valley Borough Council** one year from now



Feel a **nice environment to work in** most important in making somewhere a good place to work



Feel the Council always or regularly **operates in line with the Core Values**



Strongly agree or agree that the **quality of the Council's services is good**

Change over time.

Of the 13 statements in the 2019 survey which could be directly compared over time to the 2017 survey results:



Improved by 3 percentage points or more



Stayed between -2 and +2 percentage points



Deteriorated by 3 percentage points or more

The **most improved area** is:

- Feeling they are subject to personal harassment in the form of unkind words and behaviour

The **areas which have dropped** since the last survey include:

- Having too many different tasks to do
- Knowing what the Council is trying to achieve

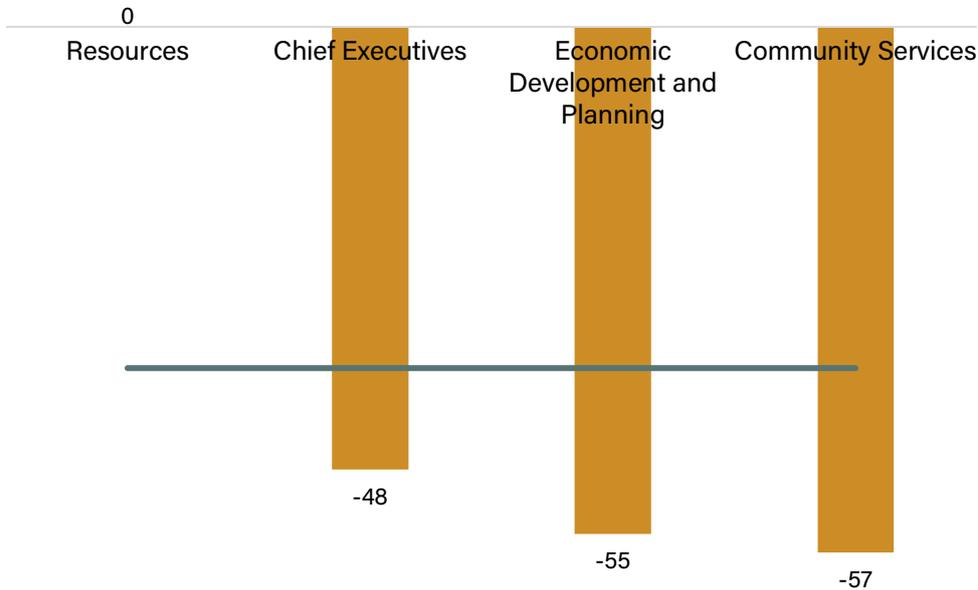
Net promoter score.

A new element was introduced to the 2019 survey. The Net Promoter Score (NPS) is a recognised measure of employee loyalty, used by a wide range of organisations and companies.

The overall NPS score, which can range from +100 (most positive) to -100 (least positive) is -37 for Ribble Valley Borough Council as a whole. This means that there are significantly more 'detractors' (negative experiences and unlikely to recommend working at the Council) than 'promoters' (positive experiences and likely to recommend working at the Council) across the workforce.

Based on the NPS score, the Resources directorate has an equal proportion of staff who are promoters and detractors of the Council. Community Services staff are most negative.

Figure 1.2: NPS score by department (blue line = organisation score)



After asking promoters and detractors why they feel the way they do:

- Promoters were most likely to identify **friendly staff** and **flexible working and benefits**
- Detractors were most likely to identify **low pay** and **not feeling valued**

Improvements.

At the end of the survey, staff were asked to give one thing they think should stop, start and continue at Ribble Valley Borough Council.

The comments have been reviewed and categorised to identify a number of key themes.

What should stop?

1. Not feeling valued or listened to
2. Use of paper and not embracing technology
3. Complaining and criticism from management

What should start?

1. Listening to and recognising staff
2. The organisation being open to change and trying new things
3. Pay-related comments

What should continue?

1. Service delivery and customer service
2. Communication and engagement with staff
3. Investment, including technology, refurbishments and training

Background and methodology.

Background.

The latest staff survey at Ribble Valley Borough Council was conducted during November and December 2019. The last staff survey took place in 2017.

The key themes explored in the survey were:

- What is most important to staff
- Working for the Council
- Job satisfaction
- Communication
- Wellbeing
- Improvement

The aims of the survey were to:

- Provide data and feedback which can be used to inform the development of the organisation
- Offer insight into the culture of the organisation
- Understand what staff at the Council value
- Give employees a general opportunity to provide feedback
- Compare results, where possible, with the previous Ribble Valley survey

Approach.

Ribble Valley Borough Council designed and hosted the latest staff survey in-house, with an online survey or paper-based option available for staff to complete.

An invitation to take part in the survey was initially sent out on 11 November 2019 and regular reminders were issued before the survey closed on 1 December 2019.

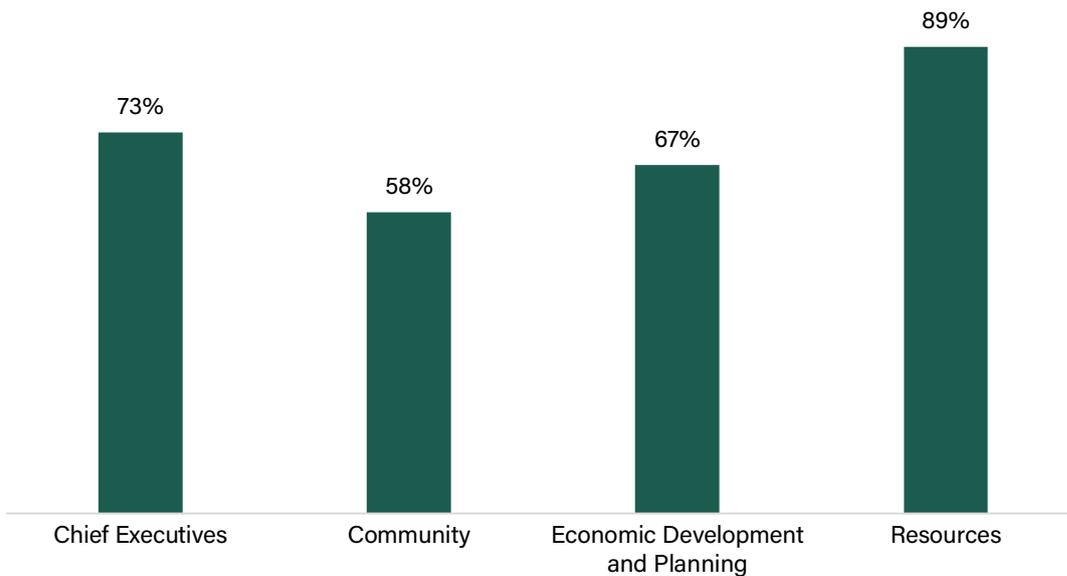
Employees were encouraged to complete the survey in a number of ways. An email invitation to complete the survey was sent by the CEX, directors talked about the importance of completing the survey at staff meetings held in November, line managers and a Trade Union representative encouraged staff off-site to complete the survey and the survey was covered in the November issue of Backchat (the staff newsletter). The survey was also incentivised. Following a suggestion from a member of staff, Personnel Committee agreed that £1 would be donated to charity for each response submitted, split between the following charities - Alzheimer's Society, Friends of the Earth, Mind and North West Air Ambulance.

Response.

Overall, 76% of employees completed the Ribble Valley 2019 staff survey, significantly up on the responses received in previous surveys (46% in 2017, 54% in 2015, 49% in 2012, and 47% in 2010).

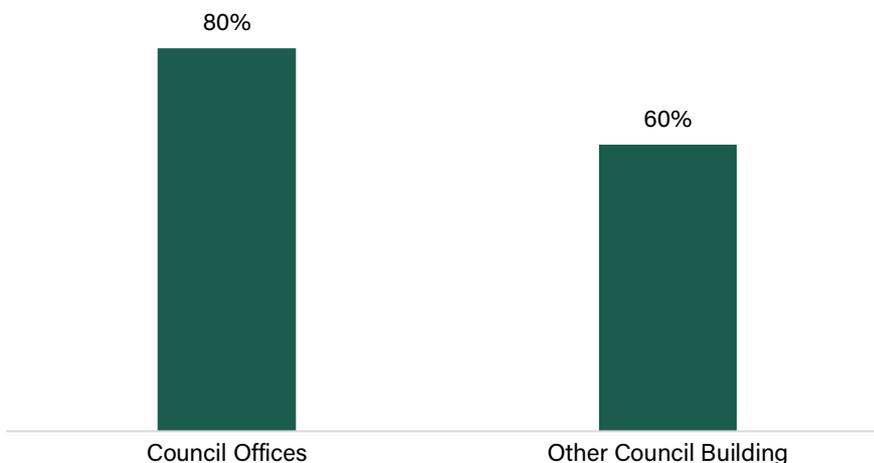
At a directorate level, the highest response rate was in Resources with 89% of staff responding. 15 of the 183 respondents did not indicate the directorate they work in.

Figure 2.1: Response rate by directorate



80% of employees based at the Council Offices responded to the survey, compared to 60% of those based at another Council building.

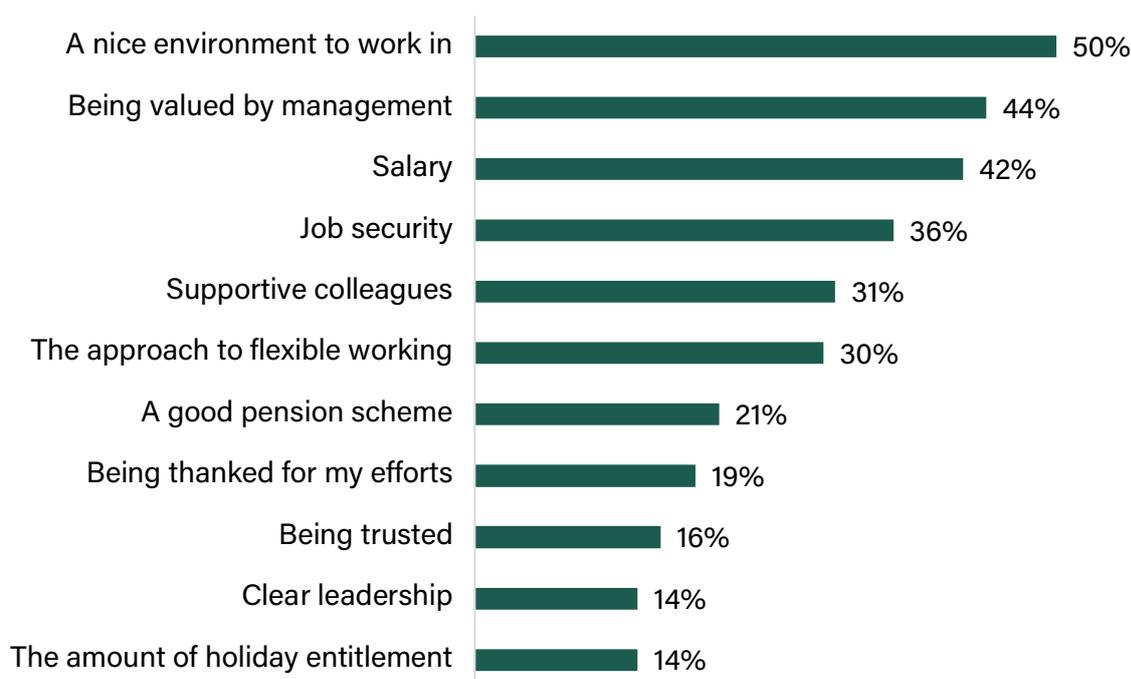
Figure 2.2: Response rate by location



What makes a good place to work.

Staff were asked what the most important things are that make somewhere a good place to work. Half identified a nice environment to work in, followed by being valued by management (44%) and salary (42%).

Figure 3.1: Most important things that make somewhere a good place to work (respondents could select up to 3 options)



Staff in Community Services and Resources feel a nice environment to work in is most important, whilst Chief Executives staff most commonly selected salary and those in Economic Development and Planning identified being valued by management.

Figure 3.2: Top 3 most important things that make somewhere a good place to work (by directorate)

	Most important	2 nd most important	3 rd most important
Community Services	A nice environment to work in	Being valued by management	Salary
Resources	A nice environment to work in	Job security	Supportive colleagues
Chief Executives	Salary	A nice environment to work in	Being valued by management
Economic Development and Planning	Being valued by management	The approach to flexible working	Salary

Figure 3.3 provides a more detailed breakdown of the different things that staff across the four directorates feel are most important to make somewhere a good place to work.

Half of Economic Development and Planning respondents identified the approach to flexible working, compared to between 26% and 29% of staff in the other directorates.

In terms of location, staff based at the Council Offices were more likely to feel supportive colleagues are important to them compared to those located at other buildings (37% versus 18%). Those located away from the Council Offices were more likely to identify being thanked for their efforts (31% versus 15%).

Figure 3.3: Most important things that make somewhere a good place to work (by directorate, respondents could select up to 3 options)



Working for the Council.

Recognition and feeling valued.

Staff were asked to indicate how frequently they feel a range of things happen at the Council relating to recognition and feeling valued.

59% feel co-workers always or regularly give each other respect. 20% believe that CMT/Managers always or regularly take their feedback seriously, with 47% indicating this is rarely or never.

49% of staff at other Council buildings rarely or never feel valued at work, compared to 25% at Council Offices

Figure 4.1: Statements relating to recognition and feeling valued (frequency %)

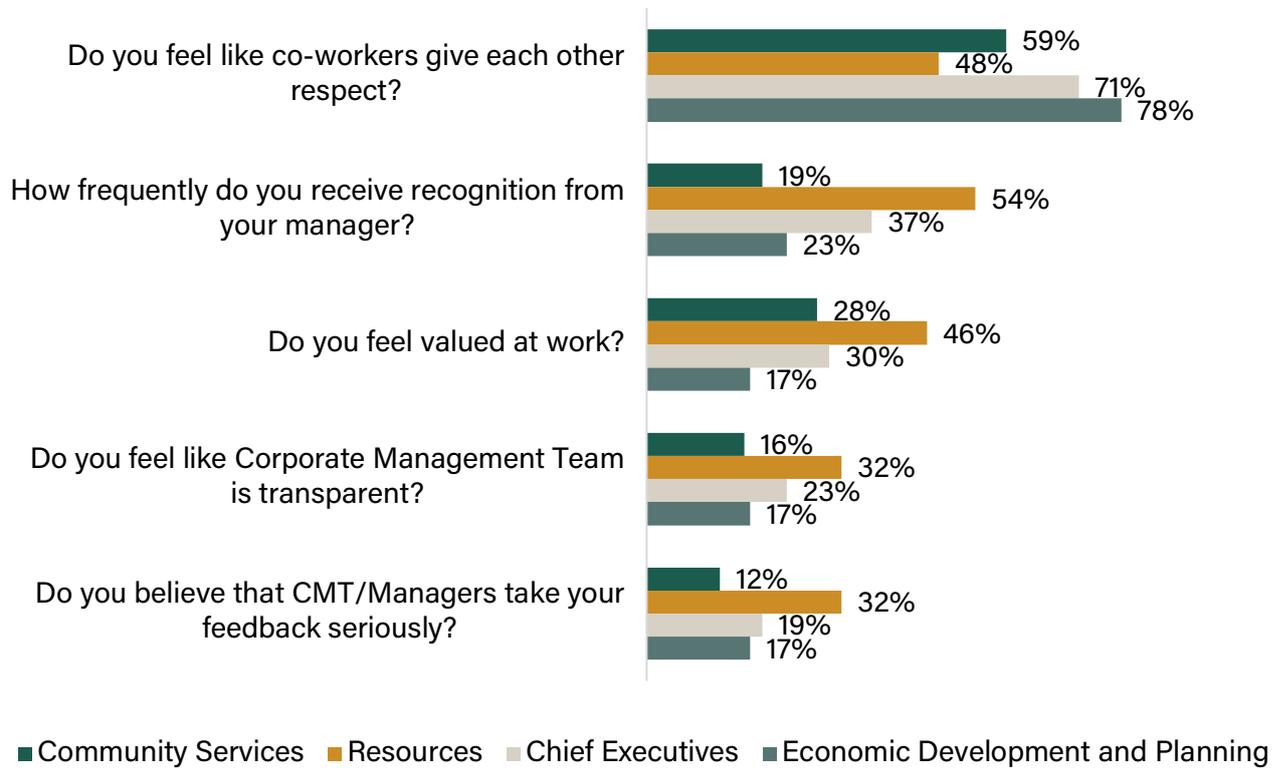


Comparing across directorates, staff in Chief Executives and Economic Development and Planning are most likely to feel co-workers give each other respect. Less than half of Resources staff feel this happens always or regularly.

However, 54% of Resources staff always or regularly receive recognition from their manager, higher than any other directorate. They also report the highest proportion of 'always' or 'regularly' for the other statements in this section relating to feeling valued, feeling like CMT is transparent and believing that they take their feedback seriously.

Just 12% of respondents in Community Services feel that CMT/Managers always or regularly take their feedback seriously. 40% of staff at other Council buildings feel they never take feedback seriously.

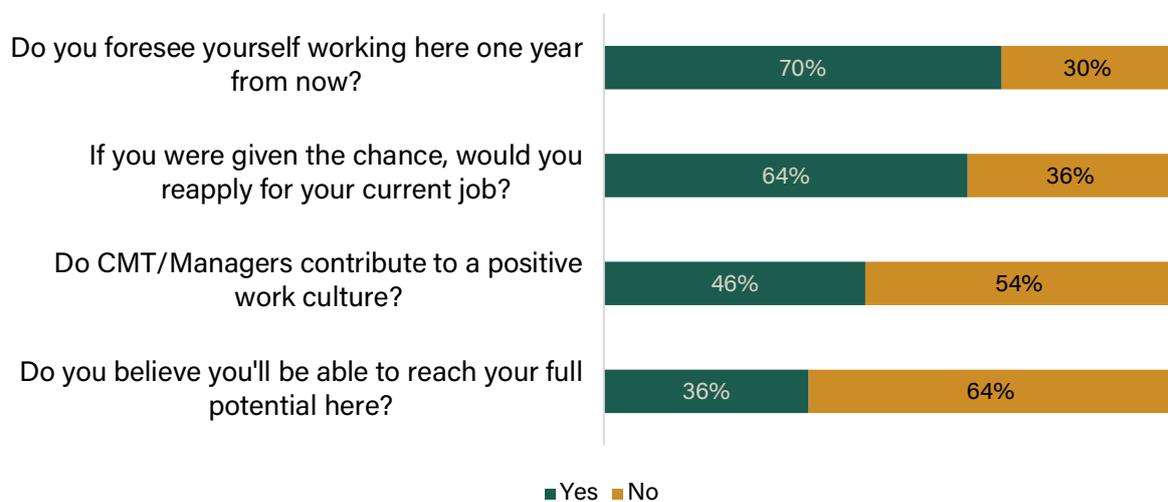
Figure 4.2: Statements relating to recognition and feeling valued (% always or regularly, ordered high to low overall)



Work culture and future intentions.

70% of staff foresee themselves working at the Council one year from now and 64% would reapply for their current job if they were given the chance. However, just 36% believe they will be able to reach their full potential at the Council, dropping to 20% of staff at other Council buildings.

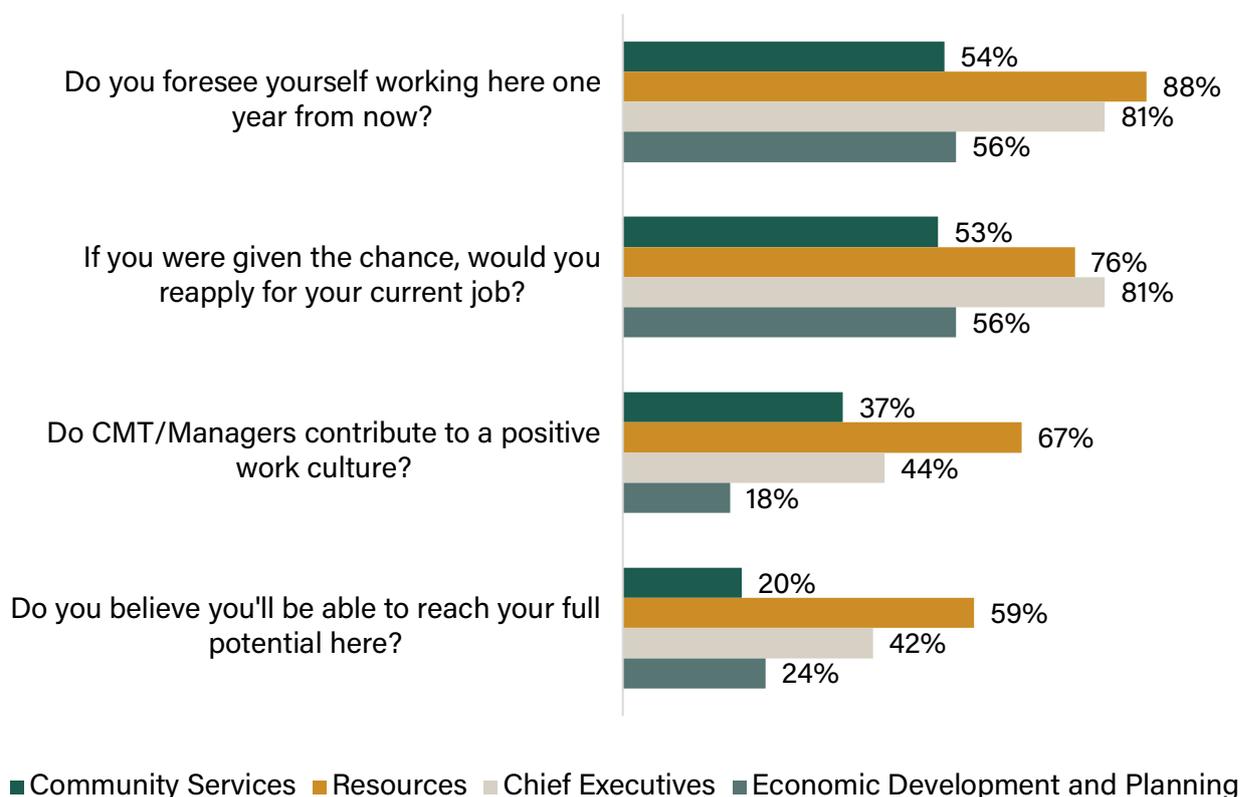
Figure 4.3: Statements relating to work culture and future intentions



Staff in Resources and Chief Executives are most likely to see themselves working at the Council a year from now (88% and 81% respectively).

1 in 5 respondents in Community Services believe they will reach their full potential at the Council.

Figure 4.4: Statements relating to work culture and future intentions by directorate (% 'yes', ordered high to low overall)



Council objectives, performance and development.

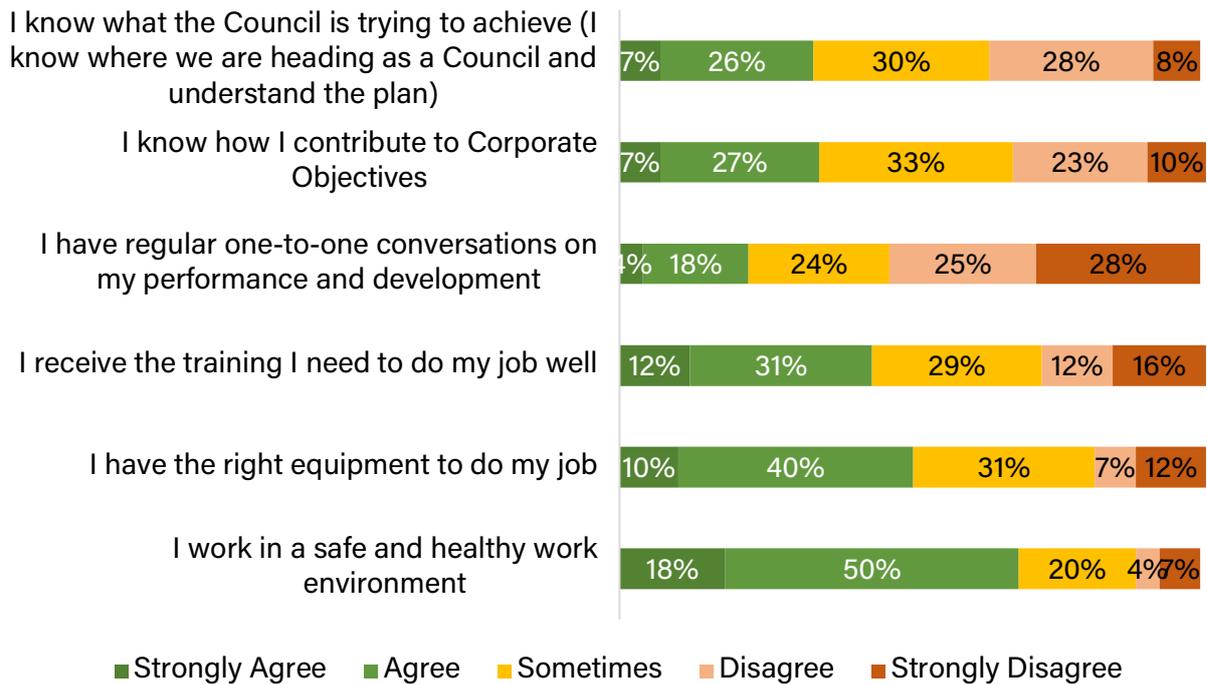
68% of staff strongly agree or agree that they work in a safe and healthy work environment, just 11% disagree or strongly disagree.

Over half of staff disagree or strongly disagree that they have regular one-to-one conversations on their performance and development.

Staff opinion appears split in relation to knowing what the Council is trying to achieve (33% agree, 36% disagree) and knowing how they contribute to Corporate Objectives (34% agree, 33% disagree).

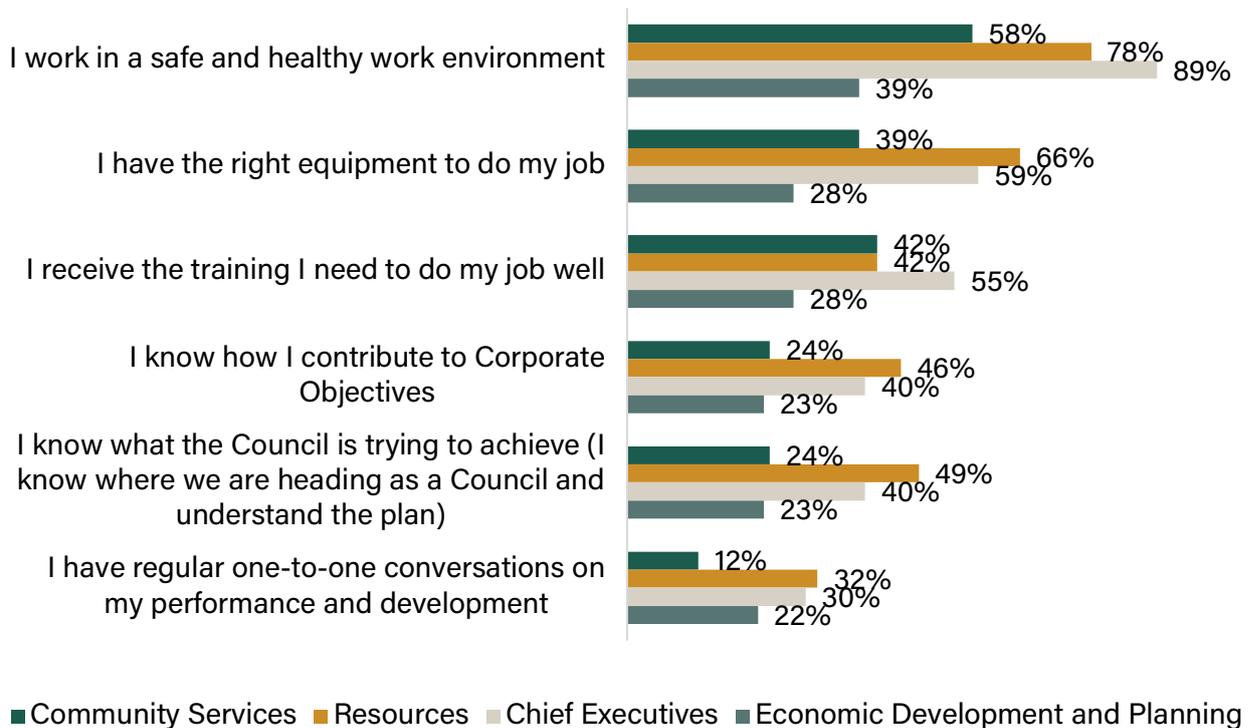
57% of staff at other Council buildings disagree or strongly disagree that they know what the Council is trying to achieve.

Figure 4.5: Statements relating to Council objectives and development



Respondents from Economic Development and Planning report lower agreement levels than other directorates across 5 of the 6 statements relating to Council objectives, performance and development.

Figure 4.6: Statements relating to Council objectives and development by directorate (% strongly agree or agree, ordered high to low overall)



Core values.

36% of staff feel the Council always or regularly operates in line with its Core Values, with 31% feeling this happens rarely or never.

51% of Resources staff feel the Council always or regularly operates this way, whilst half of Economic Development and Planning staff feel it happens rarely or never.

29% of staff at other Council buildings feel the Council never operates in line with its Core Values.

Figure 4.7: The Council operates in line with its Core Values (% frequency, by directorate)

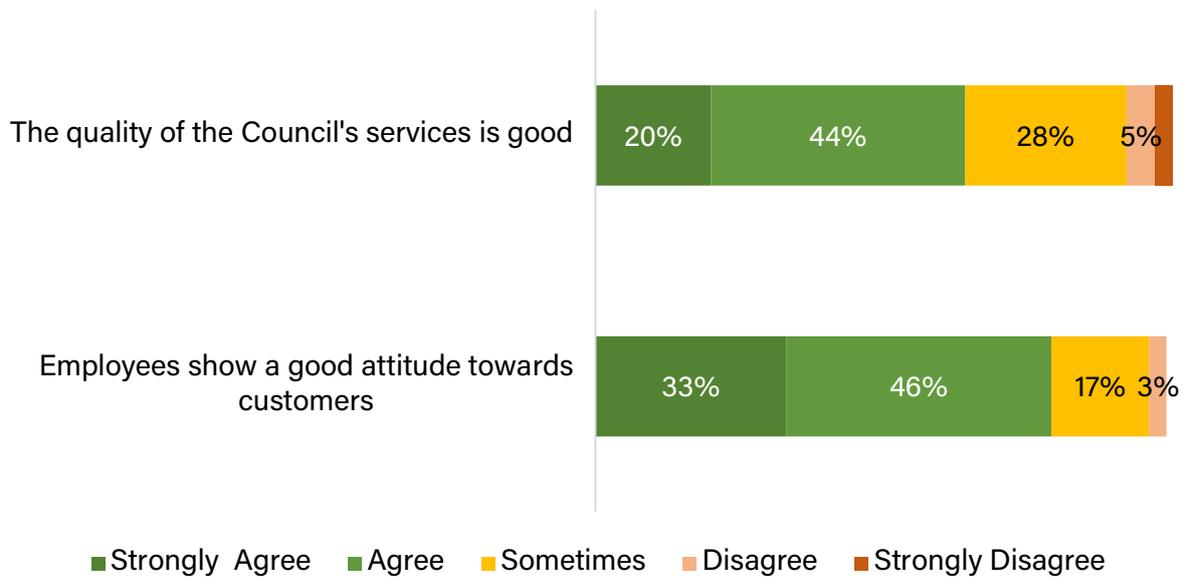


Customer service.

79% of staff strongly agree or agree that employees show a good attitude towards customers, just 3% disagree.

Close to two thirds (64%) strongly agree or agree that the quality of the Council's services is good.

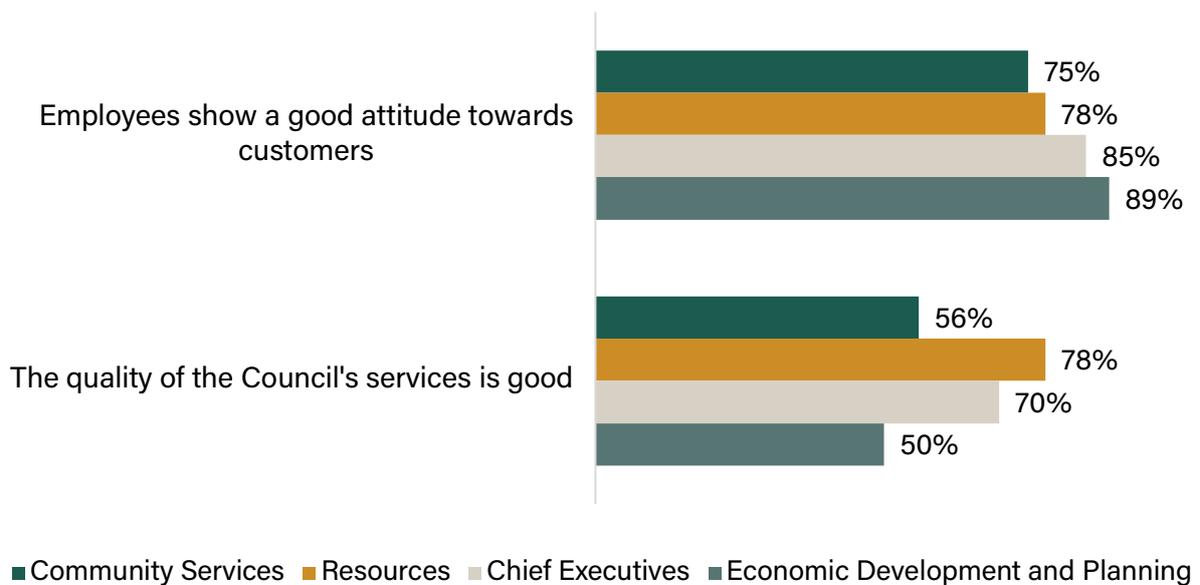
Figure 4.8: Statements relating to customer service



The highest agreement level for employees showing a good attitude towards customers across directorates is in Economic Development and Planning.

However, only half of Economic Development and Planning staff strongly agree or agree that the quality of the Council's services is good, compared to 78% in Resources.

Figure 4.9: Statements relating to customer service by directorate (% strongly agree or agree)



Job satisfaction.

Happiness and satisfaction.

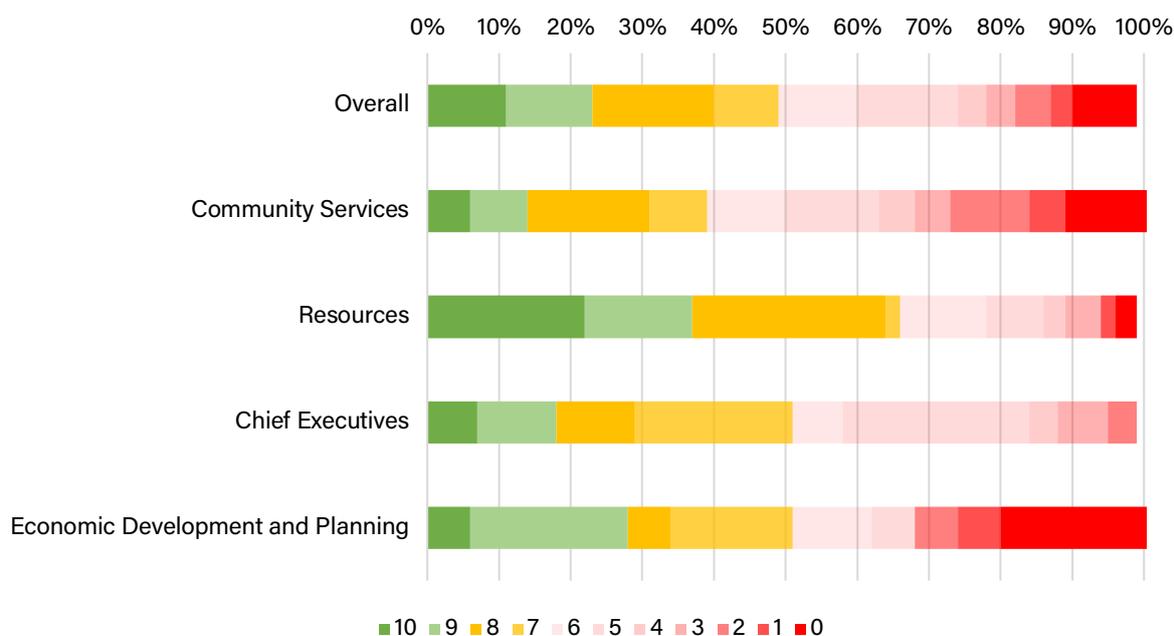
Staff were asked to rate their happiness on a scale of 0 to 10, where 10 is very happy and 0 is not happy at all.

Nearly half of staff gave a rating of 7 or more, with 23% rating their happiness a 9 or 10. 25% rated their happiness a 4 or lower.

Happiness at work appears to be highest in Resources.

22% of respondents in Economic Development and Planning rated their happiness at work a 0.

Figure 5.1: How happy are staff at work by directorate (scale of 0-10, where 10 is very happy and 0 is not happy at all)

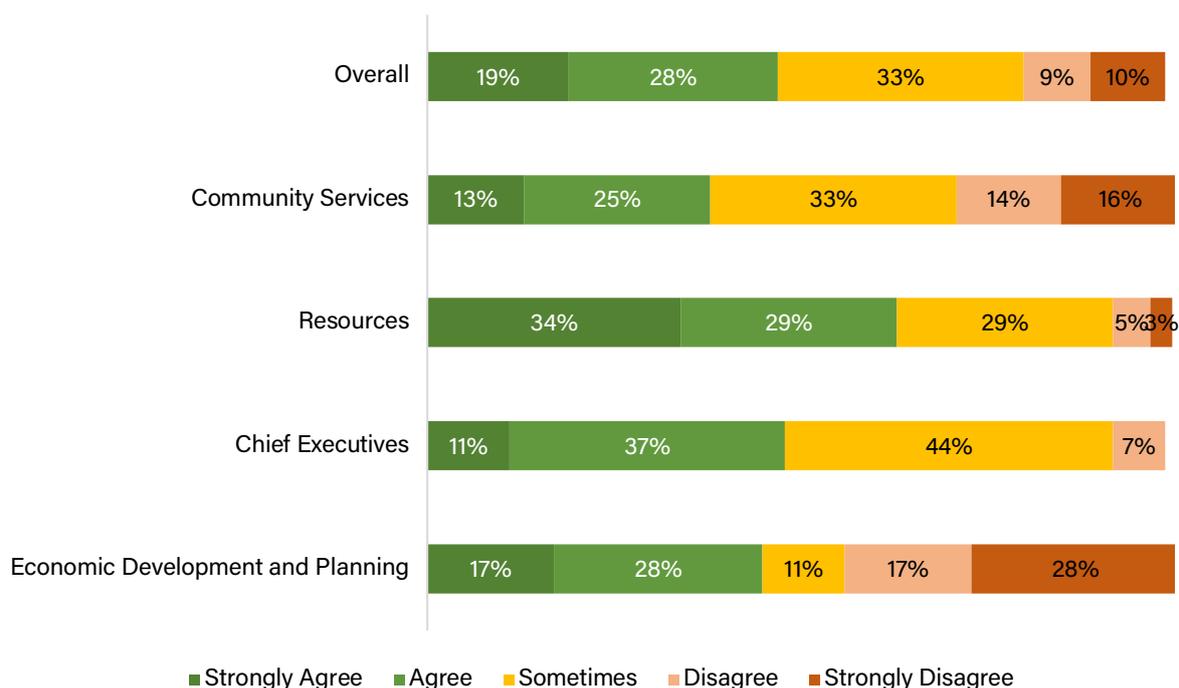


Just under half (47%) of staff strongly agree or agree that they are satisfied with their job. 19% disagree or strongly disagree.

Job satisfaction, relatively, appears highest in Resources. Whilst Community Services staff report the lowest agreement level (38%), Economic Development and Planning has the highest level of disagreement (45%). Indeed, staff in the latter directorate appear split with 45% also agreeing that they are satisfied in their job.

32% of staff at other Council buildings disagree or strongly disagree that they are satisfied with their job, compared to 14% in the Council Offices.

Figure 5.2: Overall job satisfaction by directorate



Net promoter score.

The Net Promoter Score (NPS) is a way to measure how willing employees are to recommend the organisation they work for to others. Employees answered the question ‘how likely is it that you would recommend Ribble Valley Borough Council as an employer to family and friends?’ and they could respond on a scale of 0 to 10, where 9 or 10 = net promoter, 7 or 8 = neutral and 6 or lower = net detractor.

An NPS score is calculated by deducting the percentage of net detractors from the % of net promoters, resulting in a score between -100 (all detractors) and +100 (all promoters).

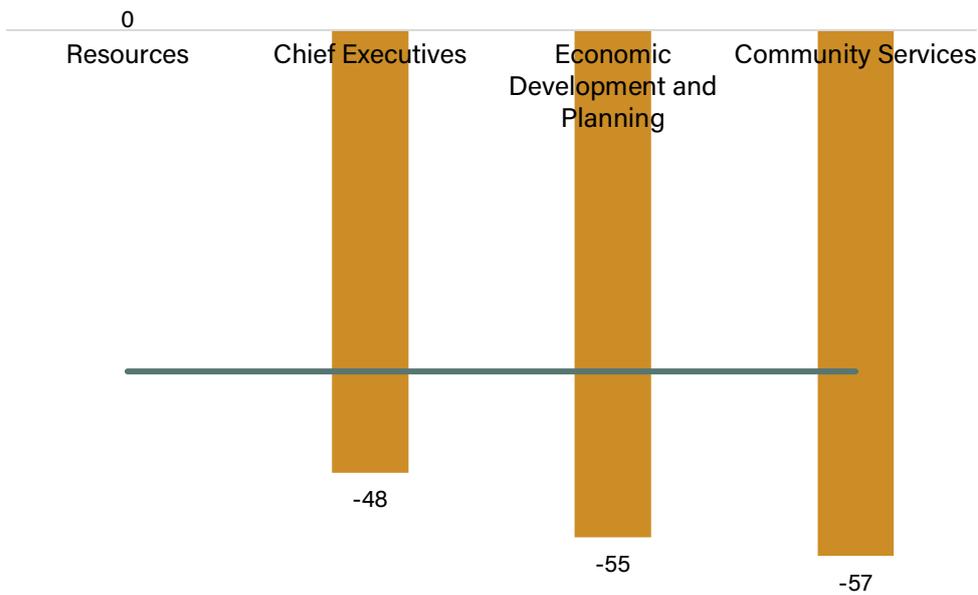
The NPS score for Ribble Valley Borough Council is -37, meaning the Council has more detractors than promoters.

Looking across directorates, Resources has a 0 net promoter score, meaning it has an equal proportion of promoters and detractors.

The lowest NPS score is in Community Services with -57. 73% of respondents are detractors compared to 16% of promoters.

Staff in the Council Offices have an NPS score of -26, compared to -60 for staff in other Council buildings.

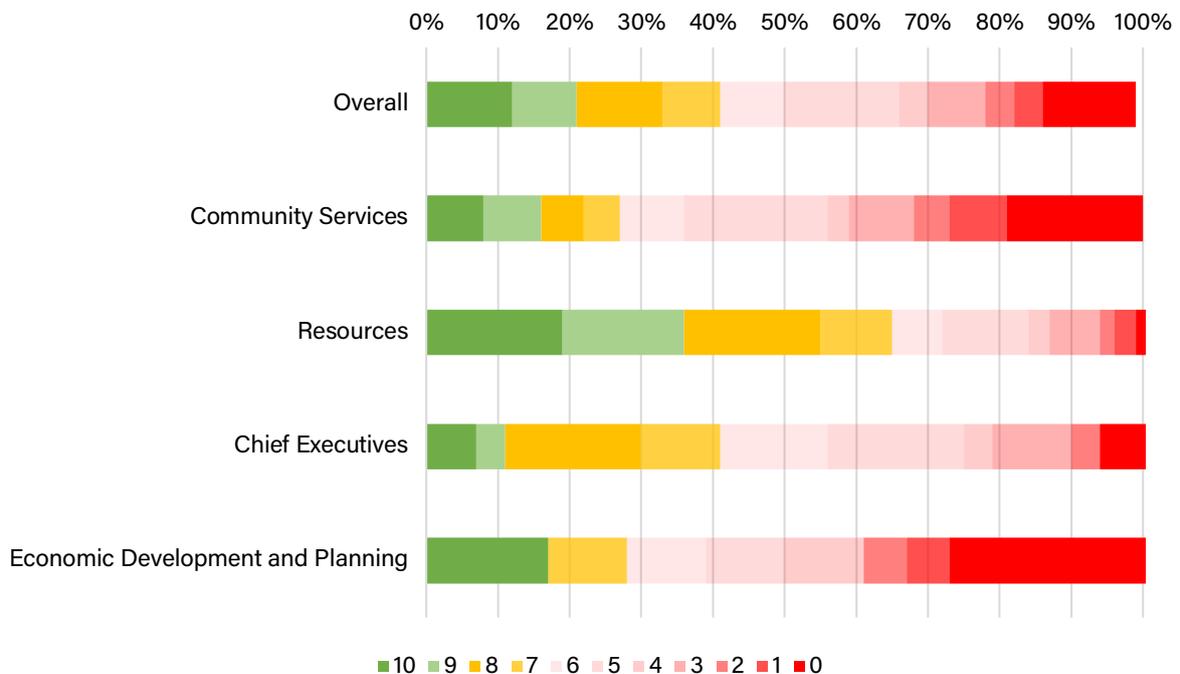
Figure 5.3: NPS score by service area (dark green line = organisation score)



Looking at the individual numeric scale points in the NPS, where 10 is most likely to recommend the organisation to family and friends and 0 is not likely at all, 41% of staff gave a score of 7 or more, rising to 65% in Resources.

40% of staff in Economic Development and Planning gave a score of 2 or less (32% in Community Services).

Figure 5.4: NPS scale points by service area (light is positive, dark is negative)



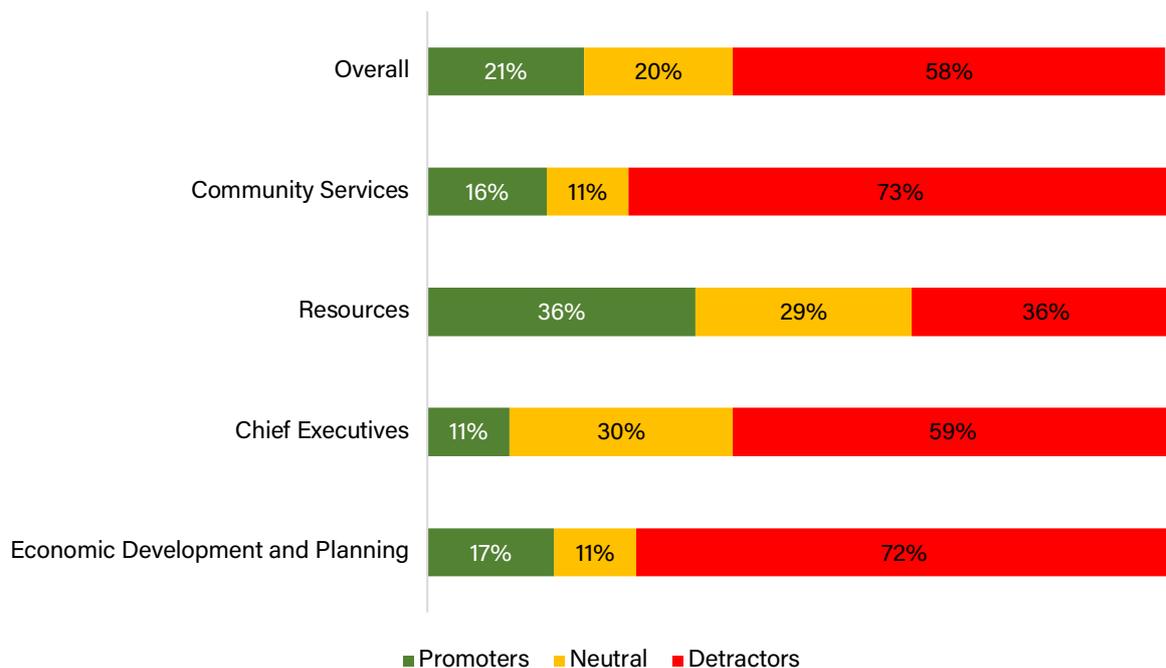
There are noticeable differences in the breakdown of promoter, neutral and detractor segments by directorate.

- **Promoters** are considered the most loyal group of employees who would enthusiastically recommend employment at the Council
- **Neutrals** are those employees who are not necessarily negative, but neither are they entirely positive
- **Detractors** are those not likely to recommend employment at the Council

More than half of staff in 3 of the 4 directorates are detractors, with this highest in Economic Development and Planning (72%) and Community Services (73%).

Chief Executives has the highest proportion of neutrals (30%), closely followed by Resources (29%).

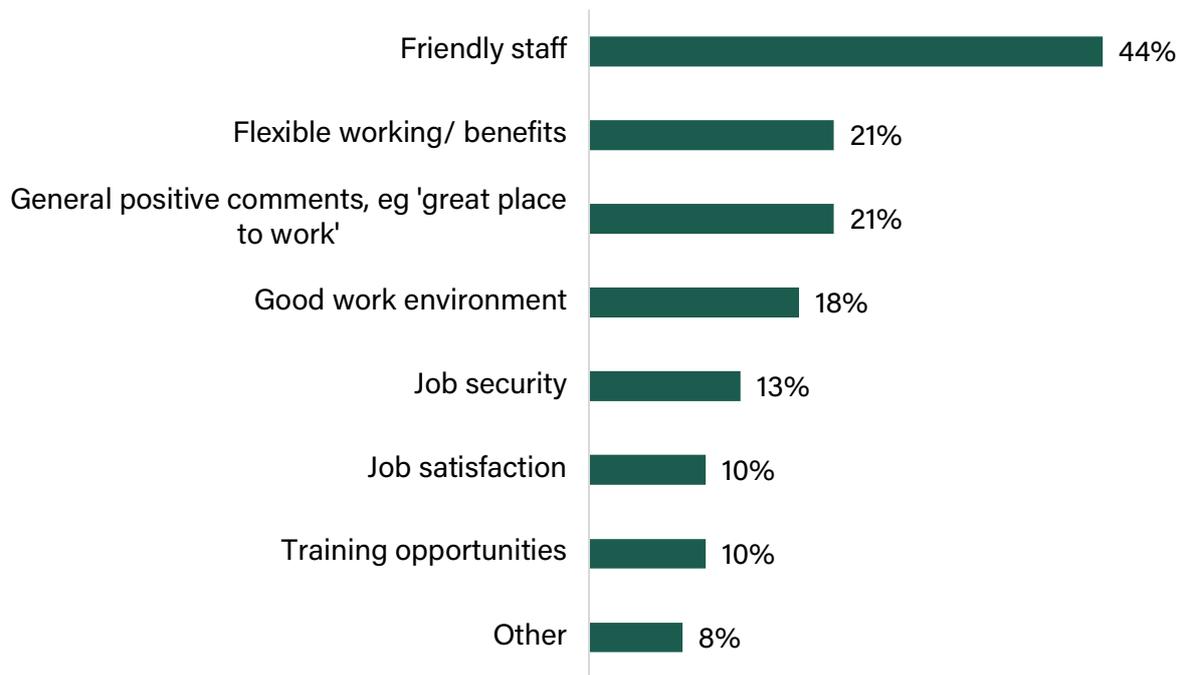
Figure 5.5: NPS segments by service area



Staff falling in the promoter or detractor segments were asked an open question to explain their rating. These have been coded into key themes.

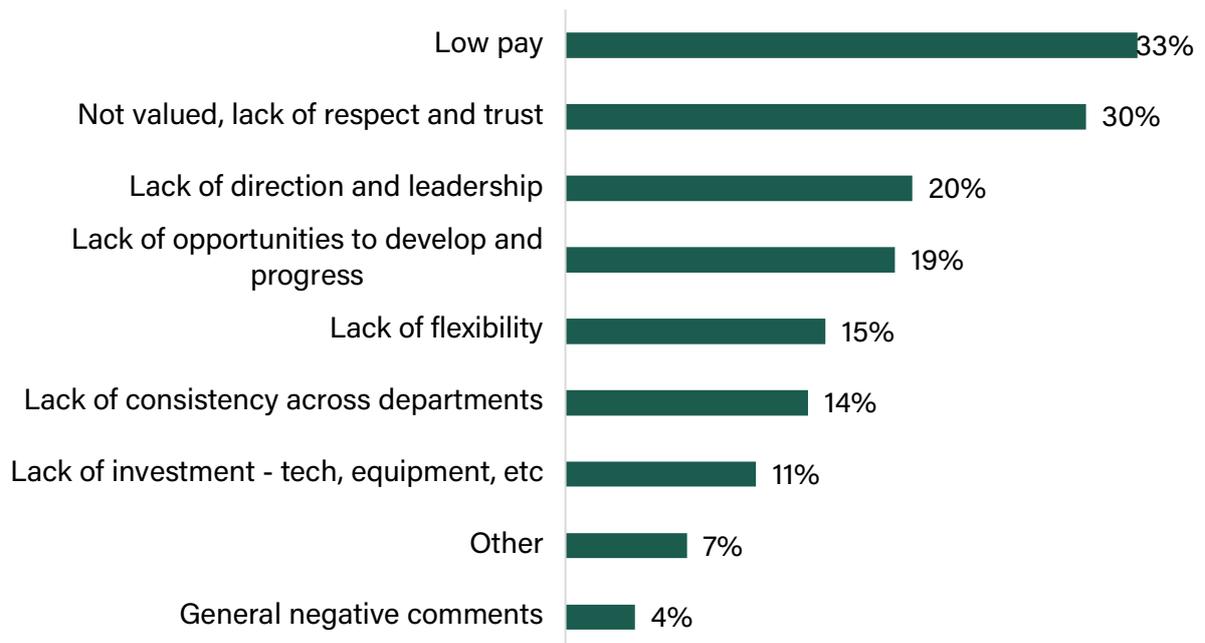
Of those staff who are promoters of the Council, the most common reason given is the friendly people they work with, followed by flexible working and benefits. A number of people also made general comments that it is “a great place to work” and a good work environment.

Figure 5.6: Reasons why staff would recommend working for the Council (coded)



Of the staff who are detractors of the Council, the main reasons given for this are low pay and not feeling valued, respected or trusted. Other reasons given included a feeling that the organisation lacks direction and a lack of opportunities to develop and progress. Low pay as a reason for not recommending the Council as a place to work is highest in the Council Offices (41%).

Figure 5.7: Reasons why staff would not recommend working for the Council (coded)

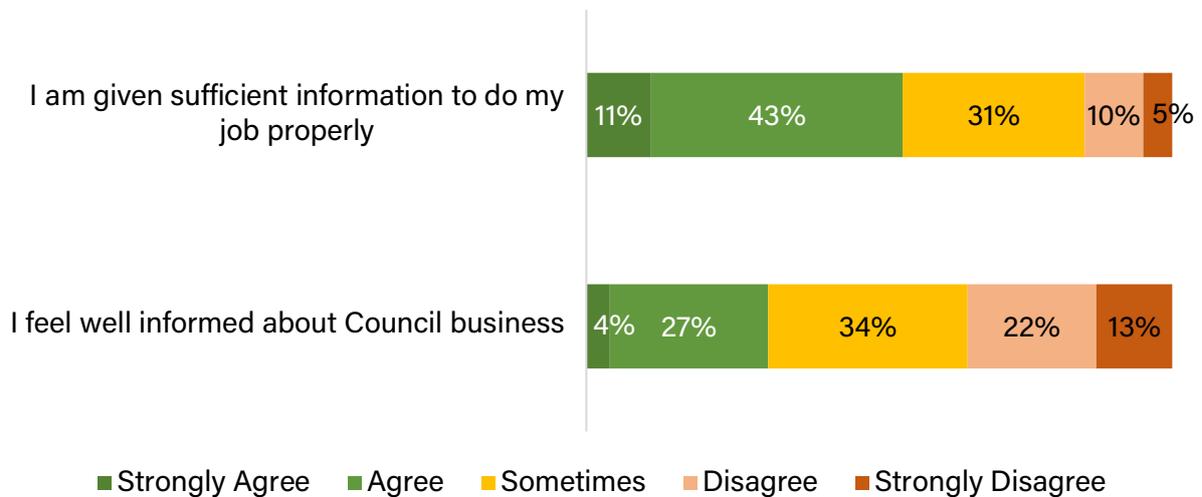


Communication.

General views.

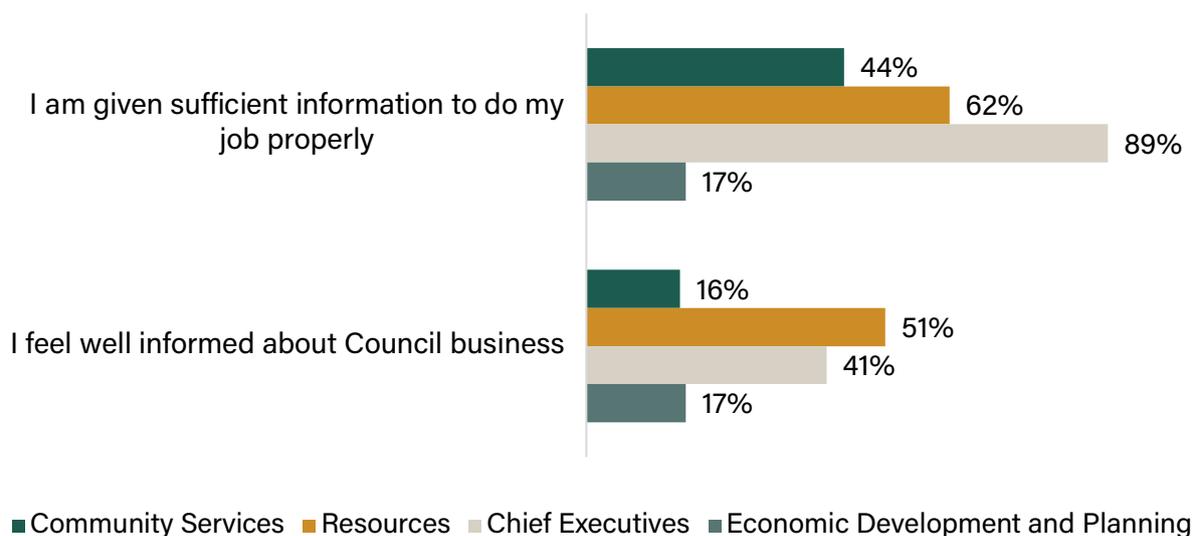
54% of staff strongly agree or agree that they are given sufficient information to do their job properly. More staff disagree than agree that they feel well informed about Council business (31% strongly agree or agree, 35% disagree or strongly disagree).

Figure 6.1: Statements relating to general views on communication



Just 17% of staff in Economic Development and Planning agree that they are given sufficient information to do their job properly and are well informed about Council business. 48% of staff at other Council buildings disagree or strongly disagree that they are well informed about Council business.

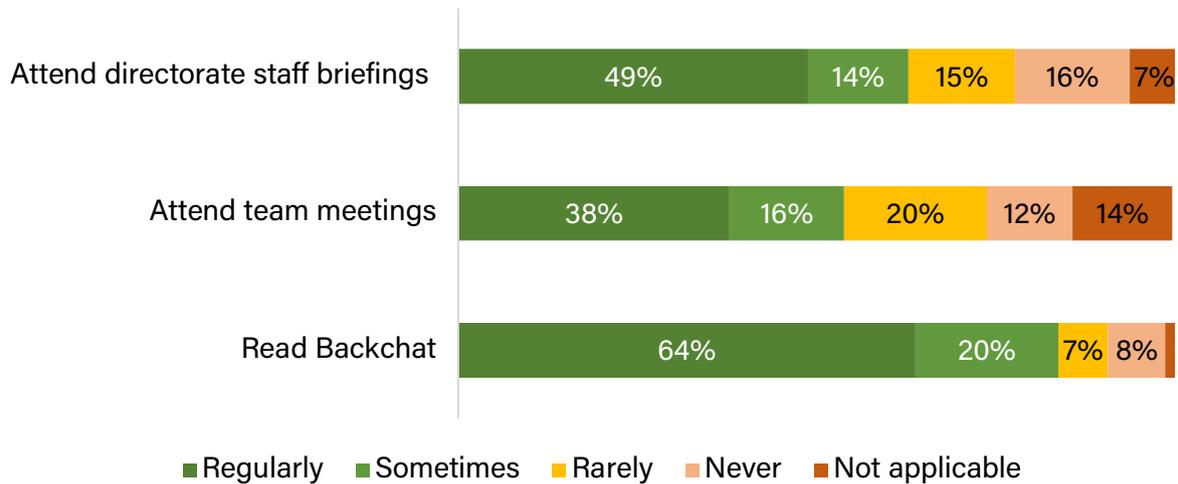
Figure 6.2: Agreement with statements relating to general views on communication by directorate (% strongly agree or agree)



Communication methods used.

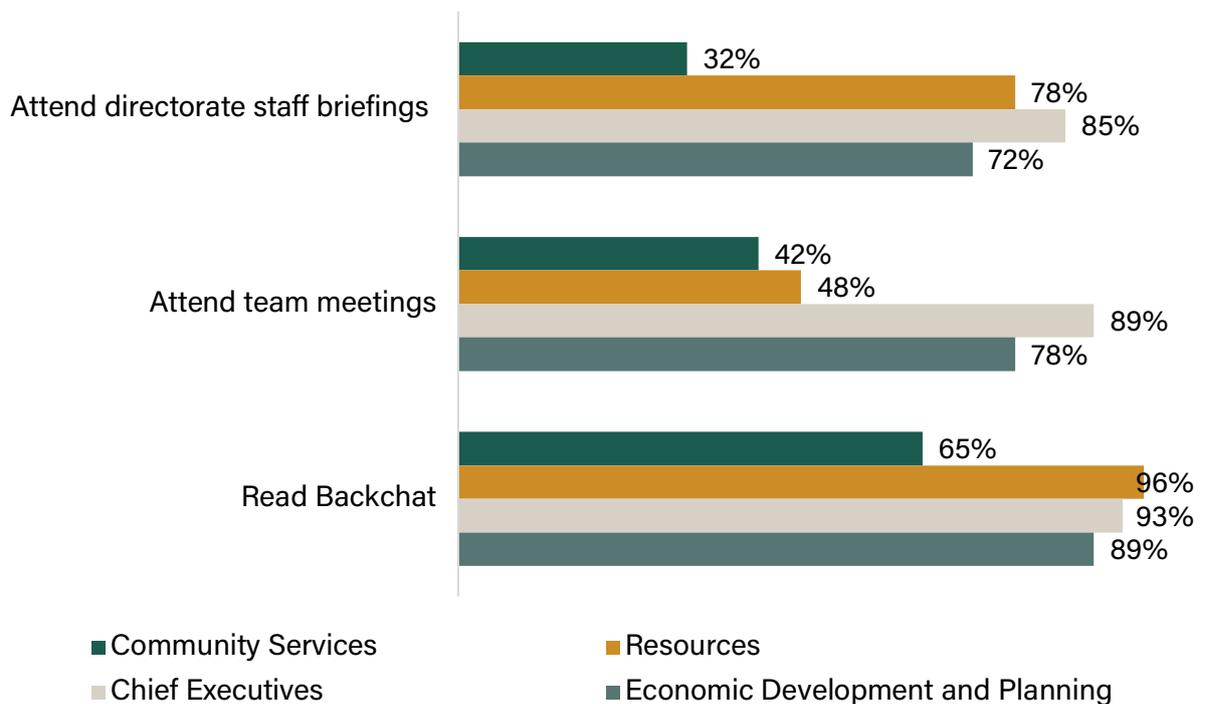
84% of staff regularly or sometimes read Backchat, whilst 63% regularly or sometimes attend directorate staff briefings.

Figure 6.3: How often staff attend or read the following (% frequency)



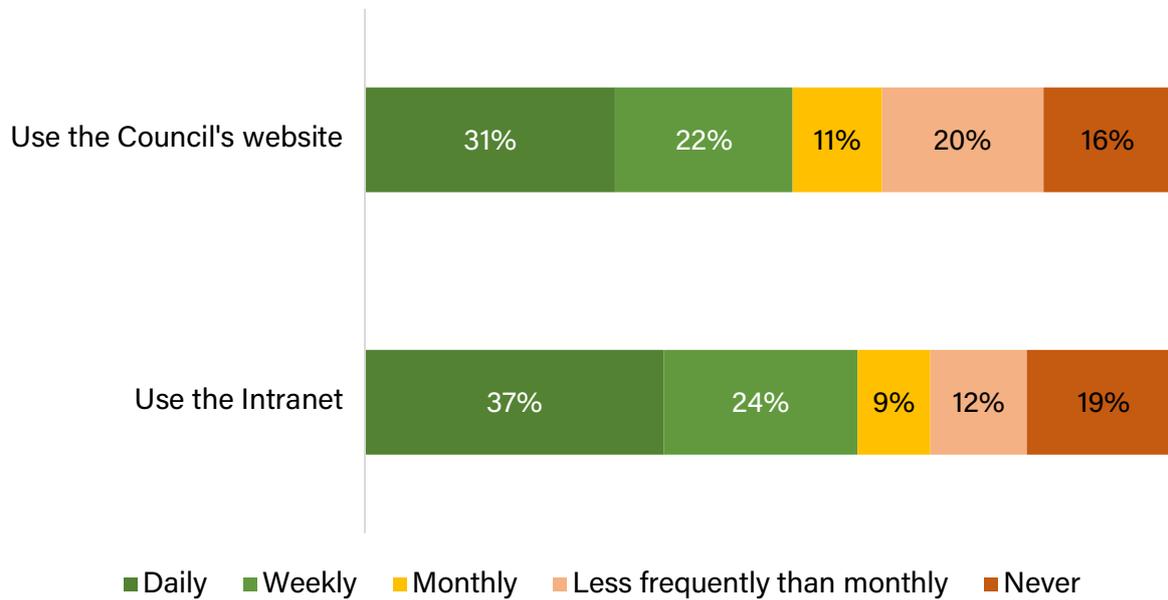
Community Services staff and those based at other Council buildings are less likely than others to regularly or sometimes attend directorate staff briefings or team meetings.

Figure 6.4: % of staff who regularly or sometimes attend/read the following by directorate



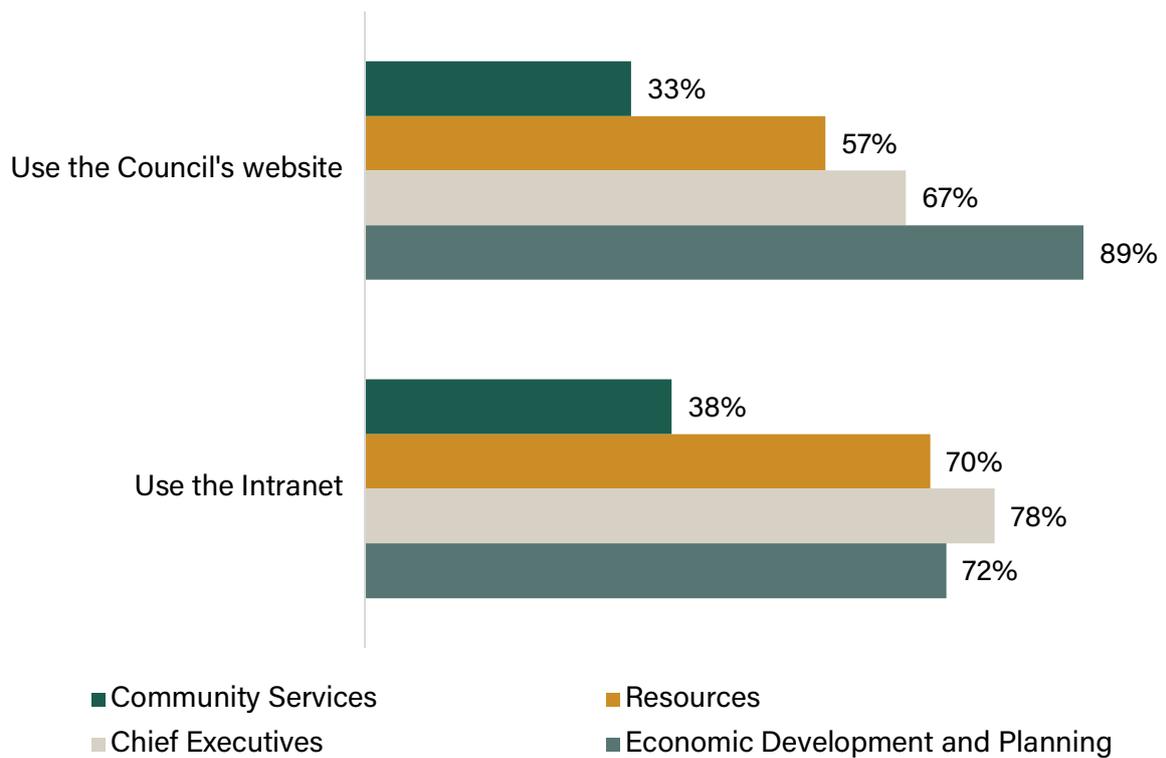
Around three in five (61%) staff use the intranet daily or weekly, one in five (19%) never use it.

Figure 6.5: How often staff use the website and intranet (% frequency)



Staff in Community Services are less likely than others to use the website or intranet daily or weekly.

Figure 6.6: % of staff who use the website and intranet daily or weekly by directorate



The survey asked staff an open question about what could be done to encourage them to attend, read or use different communication methods. Responses have been coded to identify key themes.

The most common responses related to the frequency of team meetings and the relevance of content being shared.

"Have more regular departmental meetings that have an agenda in advance, relevant to the job and not just irrelevant waffle"

"Never hold team meetings - keep promising to but never happens"

"I always attend meetings, but they don't take place frequently enough"

"More information relevant to my job role at the depot where i work - not what goes on in other departments"

"Cut the articles on recipes etc - not relevant"

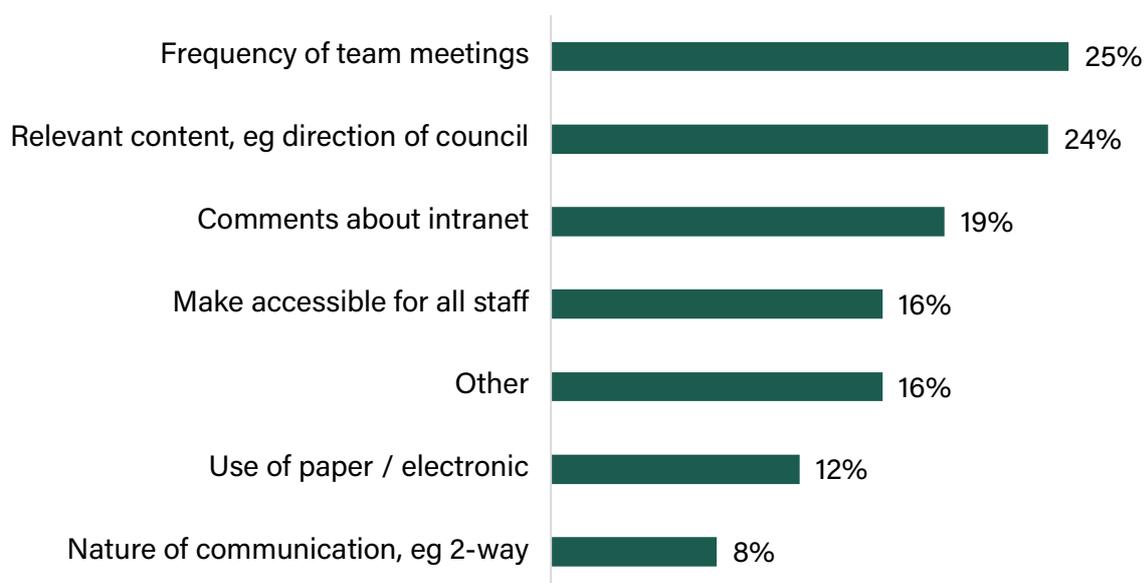
A number of comments were also made about the intranet.

"The intranet is a mess with random documents and poor search function"

"I feel the intranet is out of date and needs a refresh. It isn't very user friendly, and information given is no longer valid because of updated policies, procedures and systems etc"

"Intranet 10 years+ out of date in certain areas. Very little up to date information"

Figure 6.7: What could be done to encourage staff to attend, read or use different communication methods (coded)

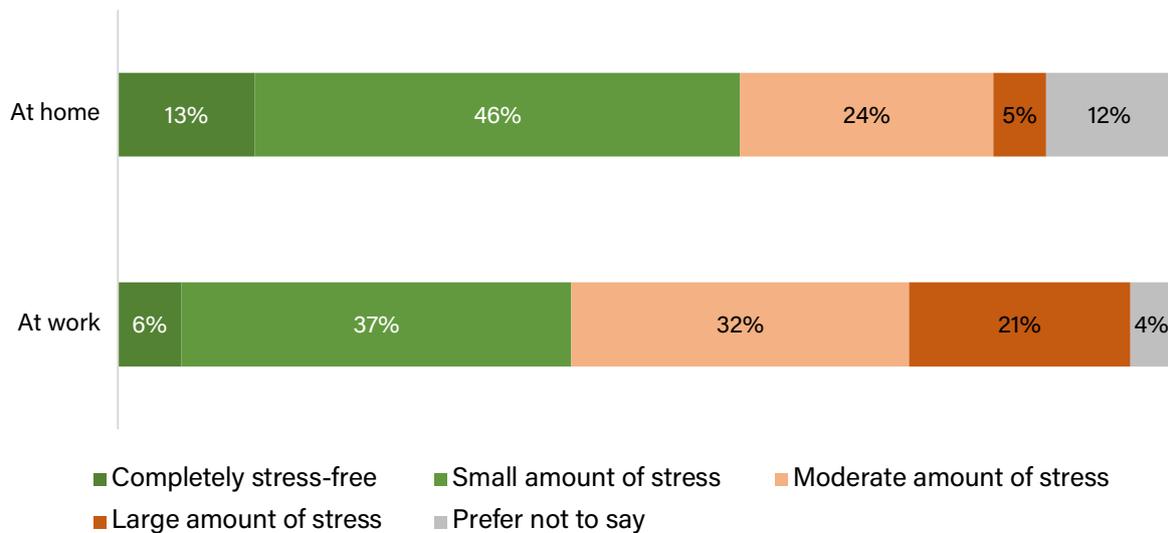


Wellbeing.

Work-life balance and stress.

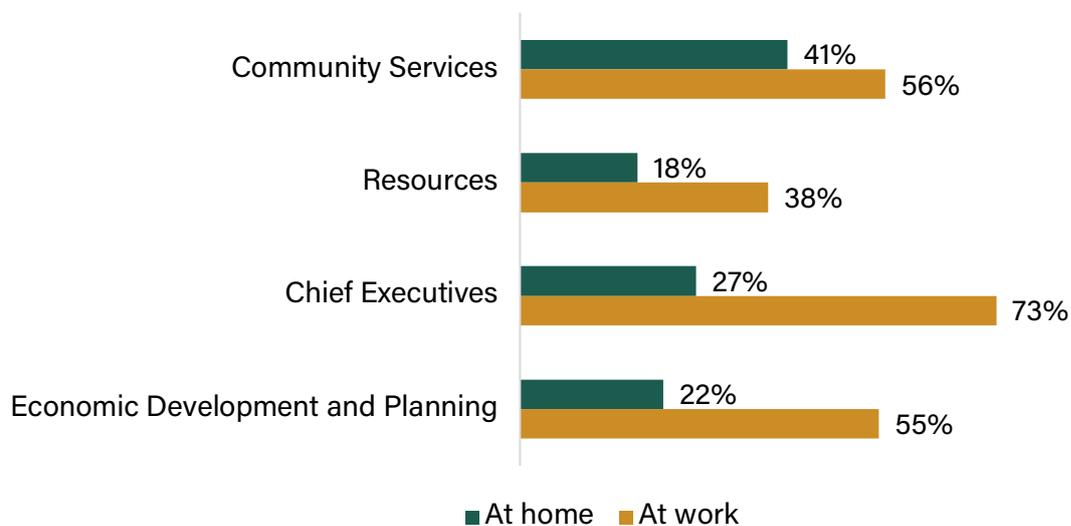
Staff at the Council appear more likely to feel under stress at work than at home. Overall, 53% feel under a moderate or large amount of stress at work, compared to 29% at home.

Figure 7.1: Extent to which staff feel under stress at home and at work



Across directorates, staff in Chief Executives appear to be under the most amount of stress at work (73% moderate or large amount). Community Services staff are most likely to be under stress at home (41% moderate or large amount).

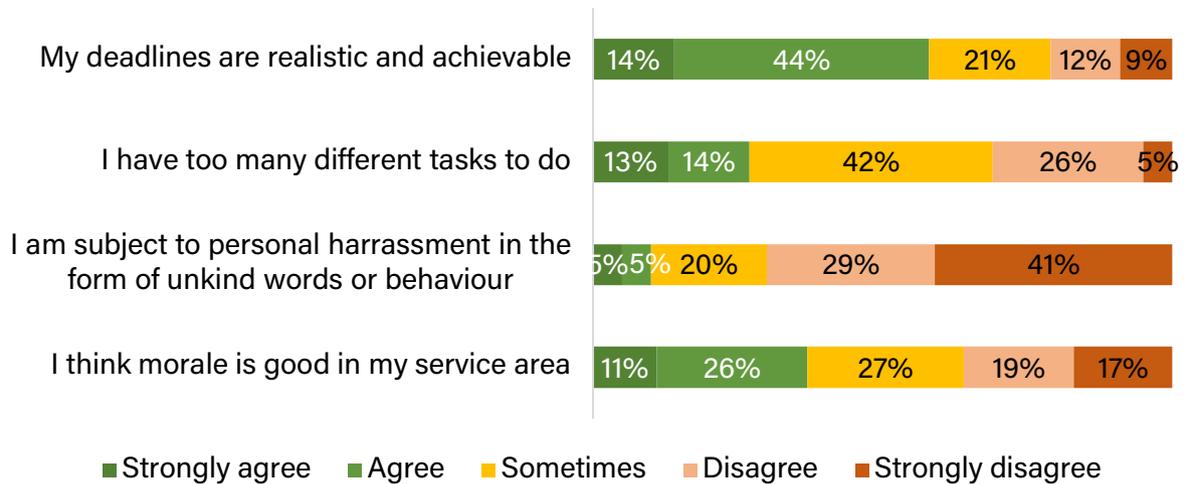
Figure 7.2: % of staff feeling moderate or large amount of stress at home and at work by directorate



Wellbeing at work.

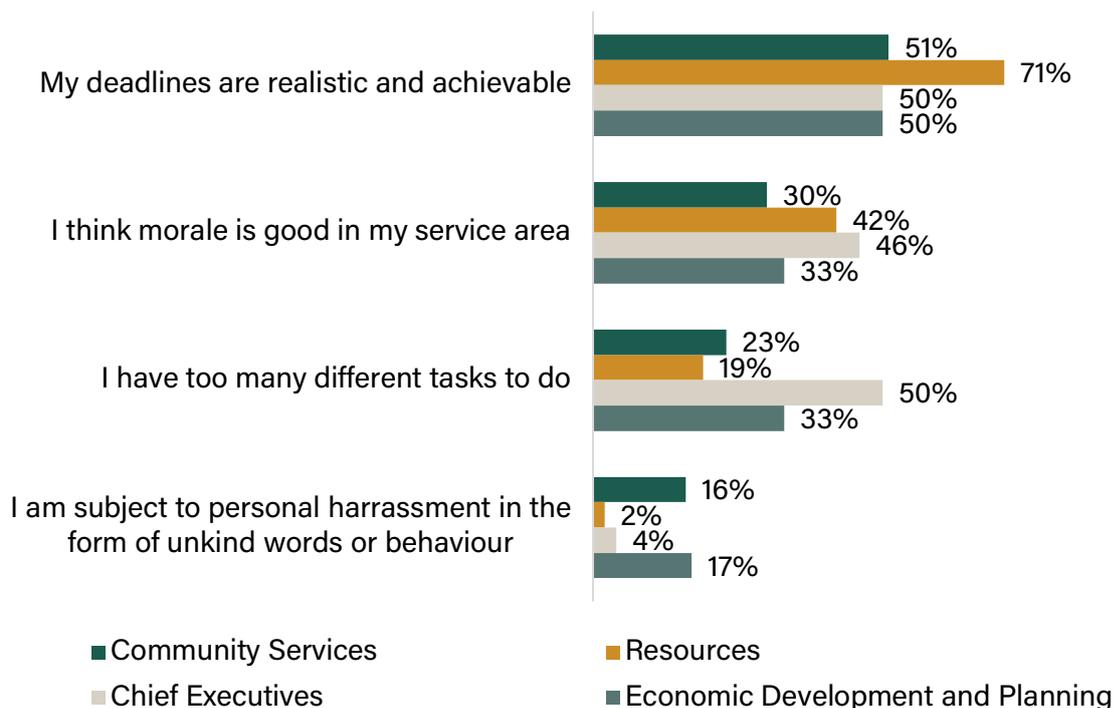
58% of respondents strongly agree or agree that their deadlines are realistic and achievable.

Figure 7.3: Agreement with statements relating to health and wellbeing at work



Looking across directorates, opinion on whether morale is good within their service area is lowest in Community Services and Economic Development and Planning. Half of staff in Chief Executives strongly agree or agree that they have too many different tasks to do.

Figure 7.4: Agreement with statements relating to health and wellbeing at work by directorate (% strongly agree or agree)



Improving experience at work.

As part of the survey, the Council wanted to know how they could improve the experience for employees at work. Respondents were asked three things: what should the organisation *stop*, *start* and *continue* doing.

Stop.

The most common response to what should stop at the organisation was around not feeling valued or listened to, particularly those based in other Council buildings.

"Ignoring the value and importance of staff"

"It should stop failing to recognise the value of members of staff and individual skills"

"Stop losing staff because they don't feel valued"

Another common topic in response to this question was around using paper and not adopting technology.

"Stop wasting paper and start using the computers for as they were meant to be used"

"Stop relying out outdated methods of administration and allow staff apply modern techniques"

"Should stop fighting technological change - it seems to be proud of the fact it still operates in an old-fashioned way"

Some staff feel there is too much criticism and complaining in the organisation.

"Constant criticism, only thanks we get is from the general public"

"Complaining about things"

"Treating staff with suspicion and disrespect"

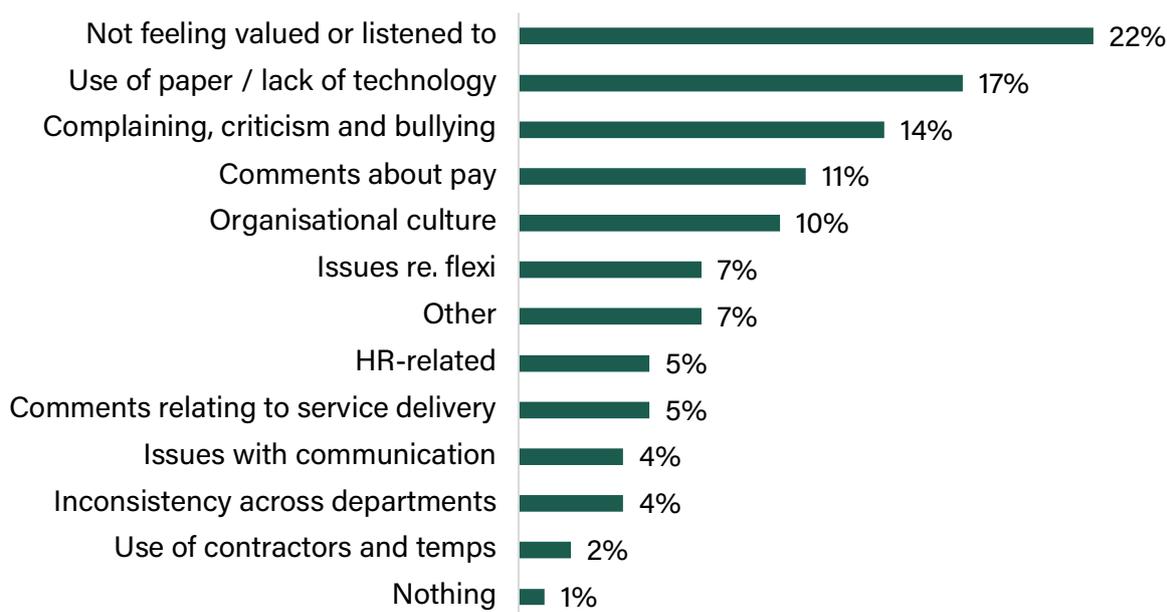
Other comments related to issues such as pay, flexi and organisational culture.

"Being the lowest ranking Lancashire Local Authority in terms of hours of work, core hours, pay and holidays"

"Enforcing such strict rules as regards the flexi system"

"Acting like it's the still 50 years ago and doing things a certain way because 'they've always been done that way'"

Figure 8.1: What one thing should the organisation stop doing (coded)



Start.

The most common response to what should start happening in the organisation was around listening and recognition.

"Listen to staff when we say something isn't working"

"Listen to its employees for ideas"

"More recognition for Council staff and pay rise"

Comments were also made about the approach of the Council, particularly around being open to change and trying new things.

"Be more open to change"

"Learn to look at things in a different way, not say we always do it like that, so continue"

"Moving forward with the times - need to provide a much more modern service"

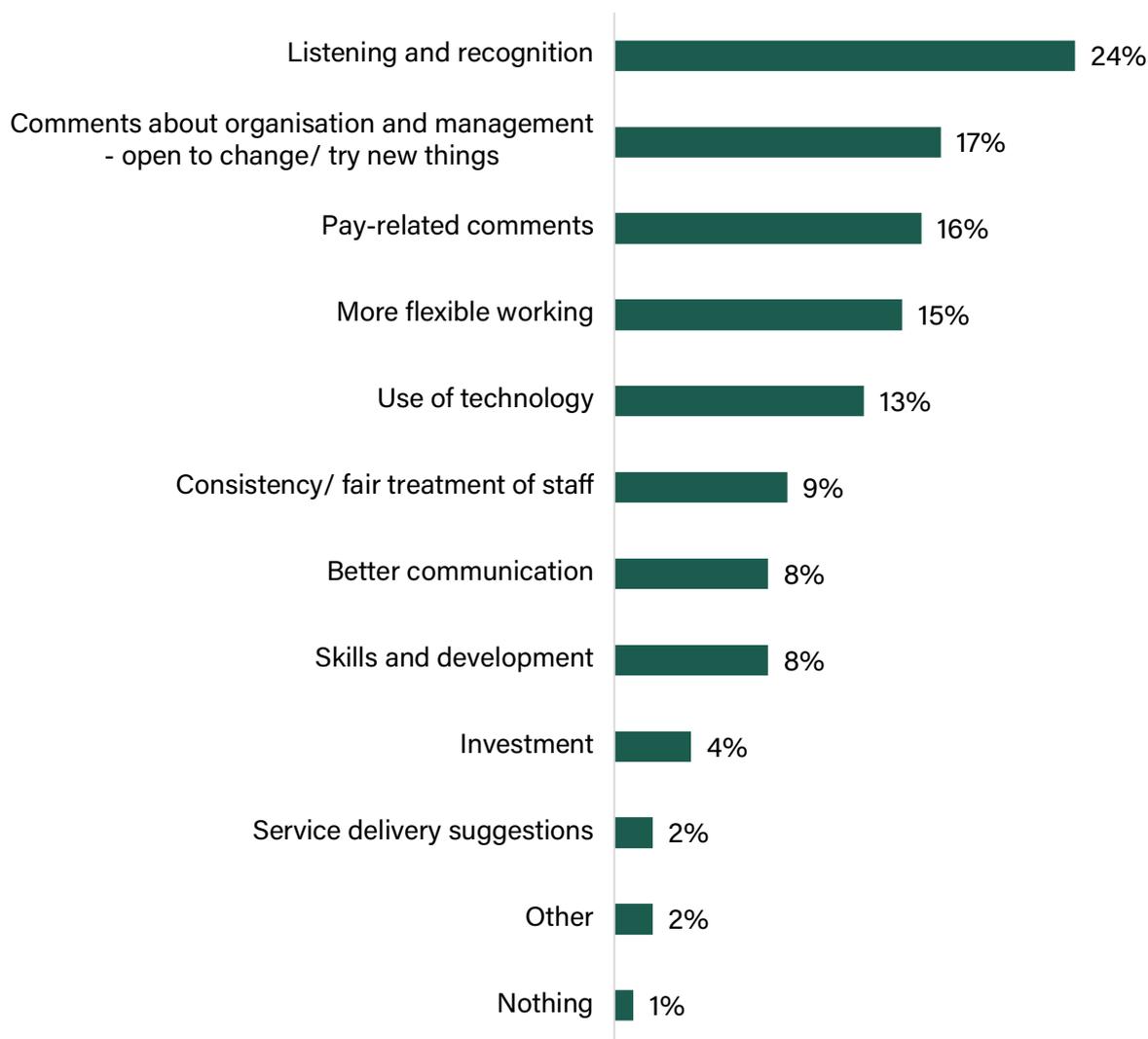
Other comments related to pay, flexible working and use of technology.

"Start paying in line with other neighbouring authorities to help retain staff"

"Be more flexible in the working hours"

"More focus on progressing the Council, there is the capability to function on par with modern businesses but it seems there is a culture of technophobia with new progressive ideas being pushed back and dismissed"

Figure 8.2: What one thing should the organisation start doing (coded)



Continue.

The most common response about what definitely needs to continue at the organisation was about maintaining and focusing on service delivery and customers.

"Being dedicated to delivering good services"

"Provide excellent customer service across the board"

"Providing its own direct services"

"The staff are amazing and friendly and do an incredible job looking after the general public"

"Staff going the extra mile for our clients & community - this is what people see about the council and what gives the high levels of customer satisfaction"

The other main topics picked up in this section were communication and engagement and investment (including technology, refurbishments and training).

"Listening to the employees"

"Regular team/department meeting to allows staff to voice their views/concerns"

"Asking for feedback, keeping staff informed"

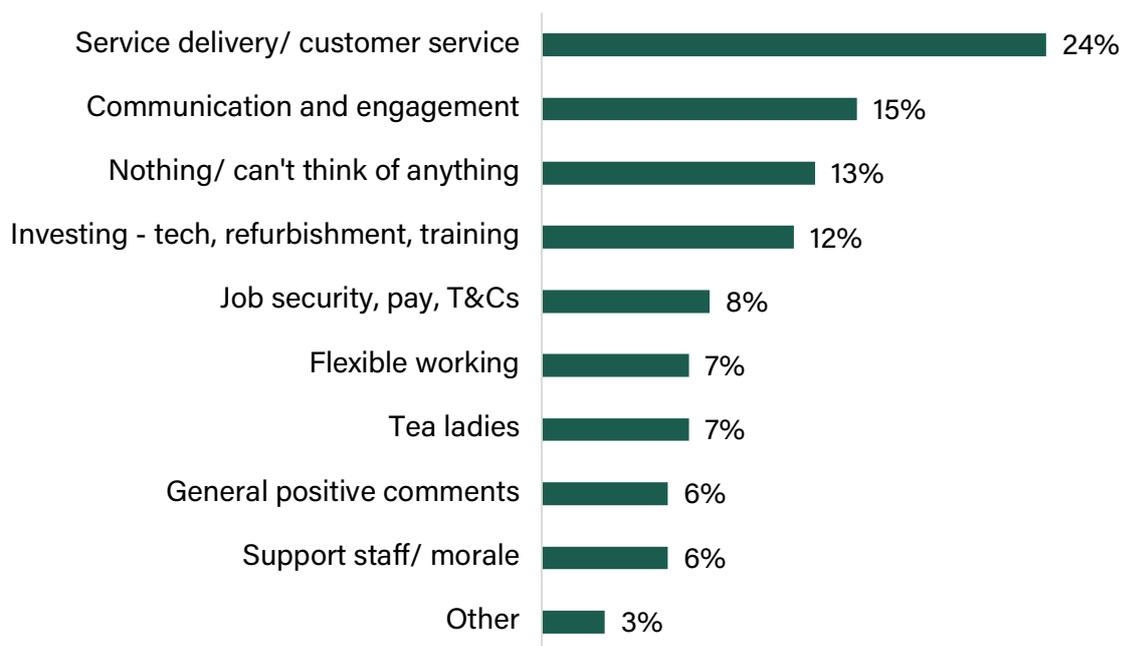
"Remain interested in staff views and acting upon them"

"Improve the offices, i.e. decor and also invest in technology such as document imaging processing"

"Updating/decorating offices (hopefully soon) which will improve staff morale"

"Carry on lifting staff morale ie updated IT systems, decorating etc"

Figure 8.3: What one thing should the organisation continue doing (coded)



Change over time.

Whilst the content of the 2019 staff survey changed quite significantly compared to previous versions, both in the question topics and the response scales provided, it is still possible to compare a number of statements with the 2017 survey.

When comparing over time, some consideration should be given to response rates across directorates. In this instance, the 2019 sample is better represented by staff in Community Services than previous surveys.

The biggest negative change relates to having too many different tasks to do, whilst the biggest positive change is around personal harassment (unkind words or behaviour).

Figure 9.1: Change in agreement level of survey statements between 2017 and 2019 (% strongly agree or agree)

	2019	2017	% change
Employees show a good attitude towards customers	79%	81%	-2%
I work in a safe and healthy work environment	68%	70%	-2%
The quality of the Council's services is good	64%	68%	-4%
My deadlines are realistic and achievable	58%	56%	2%
I am given sufficient information to do my job properly	54%	54%	0%
Overall I am satisfied with my job	47%	46%	1%
I receive the training I need to do my job well	43%	45%	-2%
I think morale is good in my service area	37%	35%	2%
I know what the Council is trying to achieve (I know where we are heading as a Council and understand the plan)	33%	38%	-5%
I have too many different tasks to do	27%	20%	7%
I am subject to personal harassment in the form of unkind words or behaviour	10%	15%	-5%

Stress at home appears to be up, whilst stress at work is down.

Figure 9.2: Change in stress level at home and at work between 2017 and 2019 (% moderate or large amount of stress)

	2019	2017
Stress at home	29%	24%
Stress at work	53%	66%

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