

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

Agenda Item No.

meeting date: 5 JUNE 2013
 title: EMPLOYEE SATISFACTION SURVEY 2012
 submitted by: DIRECTOR OF RESOURCES
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1 PURPOSE

1.1 To report on the Employee Satisfaction Survey 2012.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – }
 - Corporate Priorities – }
 - Other Considerations – }
- Well informed, trained, happy, healthy,
well managed and motivated
employees are essential to the Council
achieving it's priorities.

2 BACKGROUND

2.1 In line with the national best practice for Human Resource Management within local government, an Employee Satisfaction Survey was conducted amongst the employees of Ribble Valley Borough Council during November and December 2012. The survey built upon previous surveys conducted in 2010, 2008 and 2006, and was developed in the following ways:

- A large number of questions were cut from the survey, especially in areas where there was some duplication, in order to reduce the length of the questionnaire;
- Some questions were added to expand the 'Communications' section;
- The demographic questions were reviewed – this group of questions asks the respondent which department they work in, whether they are office-based or work in external sites, gender etc...

2.2 Following concerns in the past regarding response rates and anonymity, it was agreed to again conduct the survey with the help of an external organisation - 'CRACS, 'as part of the partnership arrangement that we have with them. It was hoped that this would help to reassure staff as to its anonymity.

2.3 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 sent a paper questionnaire by post.

2.4 The process proved to be highly efficient with manual data entry being considerably reduced as a result of most responses being submitted electronically. There has been widespread support for the online methodology in that it was "easy to complete", and "well laid out".

2.5 Initially two weeks were allowed for completion of the survey, however, this was extended by a further two weeks, with a reminder being sent out by email to staff in a bid to increase the response rate.

2.6 The key issues explored in the research were:

- Communication - communication issues such as formal communications, the Intranet and staff newsletters;
- Training and Development;
- The Council as an Employer - examining issues such as pay, organisational pride and job satisfaction;
- Customer Focus;
- Management Style - both line management and the relationship of employees with senior managers;
- Workloads and Wellbeing – including exploring the causes of work-related stress and levels of physical health;
- Recession and it's Impact on the Council; and
- Suggestions for Improvement.

3 AIMS AND OBJECTIVES OF THE RESEARCH

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

- Contextual information to be used in the continual development of managers;
- 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 49% - a big increase on the 38% achieved in 2008, but still low compared to what is achieved elsewhere.

	2012	2010	2008	2006
Council	49%	47%	38%	52%
Chief Executives	47%	30%	68%	51%
Community Services	20%	25%	17%	39%
Development		26%	33%	53%
Resources	48%	46%	36%	54%

- 4.2 Comparisons with other Lancashire authorities' most recent surveys show that the average response rate to the last survey conducted by other authorities is 62%.

Authority	Response rates to previous surveys	Response rates to most recent surveys
Ribble Valley	47% (2010)	49% (2012)
Burnley	55% (2008)	57% (2011)
Hyndburn	62% (2010)	72% (2012)
Pendle	55% (2009)	66% (2011)
Rossendale	59% (2009)	49% (2012)
Wyre		66% (2012)

5 ISSUES

- 5.1 The questionnaire, completed with responses as percentages, can be found at Appendix A. Responses on the whole are more negative than the previous survey, with marked decline in some areas. The trend in responses was compared to other authorities to discover whether a negative trend was just a 'local' sign of the impact of the recession and budget cuts/pressures etc.

Category	Trend (Council as a whole)
Burnley (2011 vs 2008)	Mix of both positive and negative trends
Hyndburn (2012 vs 2010)	Consistently negative but small scale change
Pendle (2011 vs 2009)	Mix of both positive and negative trends
Rossendale (2012 vs 2009)	Mix of both positive and negative trends
Ribble Valley (2012 vs 2010)	Consistently negative with some large scale change

- 5.2 Comprehensive analysis of the survey was presented to CMT mid-February 2013 (Appendix B). It was agreed that this analysis would form the basis of discussions with staff, led by each Head of Service at their next team meetings, with a view to members of staff helping to develop and shape an action plan based on 'what can be improved'. Further discussions on this feedback took place at a CMT and Heads of Service meeting on 25 April 2013. We are now in the process of compiling an Action plan based on those discussions. The full report, analysis and action plan will be made available to members of staff on the Council's intranet and highlighted at future Staff briefings.

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 – No implications identified.
- Political – No implications identified.
- Reputation – taking account of staff views and acting upon where possible/appropriate will serve to enhance our reputation as 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 Note the report.

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For further information please ask for Michelle Haworth, extension 4421.

REF: Michelle Haworth/personnel committee/5 June 2013