STAFF SURVEY 2021

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Contents

Appendices:

1.   Questionnaire marked-up with overall results

2.   Tables of Frequencies

3a. Tables of Results by Sub-Group

3b. Tables of Mean Scores
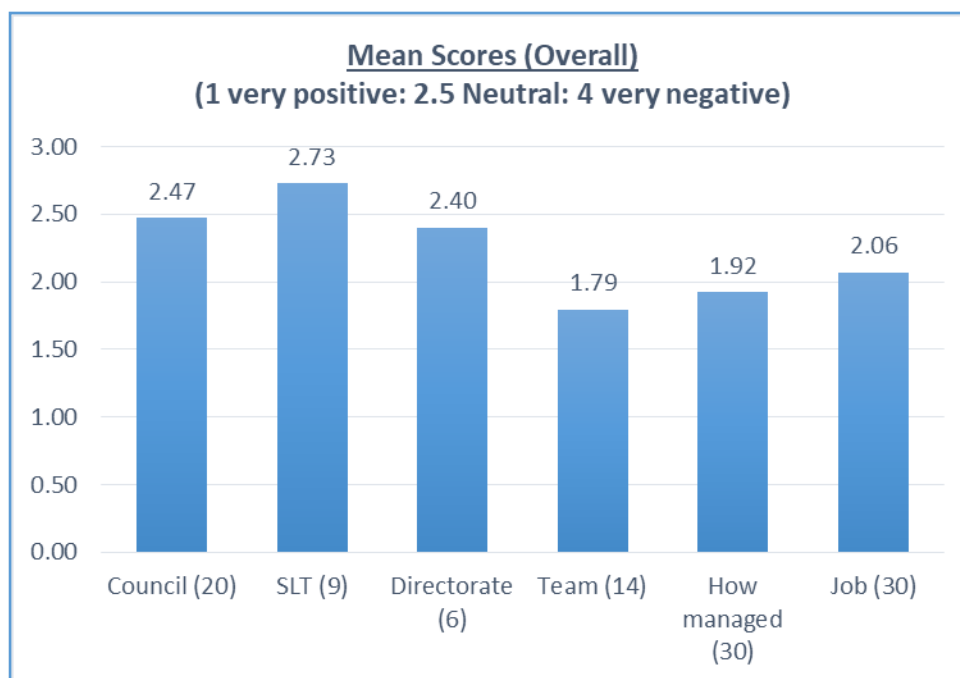
4.   Responses to Open Questions

Summary

Background

A.1 South Ribble Council's Staff Survey 2021 was conducted by NWA Research in November and early December 2021, and was carried out concurrently with Chorley and South Ribble Shared Services' and Chorley Council's Staff Surveys. In total, 131 South Ribble Staff Surveys were completed at the time of analysis – a response rate of 56%.

A.2 The survey questionnaire covered a wide range of employee related issues, coming under ten headings as follows: 'The Council', 'The Senior Leadership Team', 'My Directorate', 'My Immediate Team', 'How I am Managed', 'My Job', 'My Working Environment', 'ICT, 'Communications', and 'The Green Agenda'.

A.3 In order to ensure comparability across the Councils, this year's Staff Survey used the same questionnaire, (as far as possible), as those used for Chorley Council and Shared Services. The five-point response scale used for the 'Agree/Disagree' questions in the 2019 and 2017 Chorley Staff Survey was retained for ease of completion.

Survey Findings

Overview

A.4 The overall responses to South Ribble Council's Staff Survey were largely positive, with around two-thirds of the 'agree/ disagree' questions (81 out of 123) receiving positive responses from 70% or more of respondents, and in particular 39 questions receiving positive responses from 85% or more of respondents, (to nearest whole percent). However, the level of positive responses was dependent on the topic/ section of the questionnaire, and to illustrate this (see chart overleaf) the results for the individual sections of the questionnaire have been amalgamated to give overall 'Mean Scores'.

A.5 Overall 'Mean Scores' (where the lower the Mean Score the more positive the responses) for the six main survey sections were lowest (most positive) in respect of 'My Immediate Team' (1.79), 'How I am Managed' (1.92), and 'My Job' (2.06). For each of these three sections the mean scores lie well below the average score of '2.50', and so they represent generally positive answers to the questions.

A.6 The least positive (highest) scores were received in respect of 'The Senior Leadership Team (SLT)' (2.73), 'The Council' (2.47), and 'My Directorate' (2.40). The score for the 'SLT' lies above the average score of '2.50' and so represents generally negative answers to the questions; while the scores for 'The Council' and 'My Directorate' are close to the average, and mean that the balance between positive and negative responses is closely divided.

Mean Scores (Overall)
(1 very positive: 2.5 Neutral: 4 very negative)

Section	Mean Score
Council (20)	2.47
SLT (9)	2.73
Directorate (6)	2.40
Team (14)	1.79
How managed (30)	1.92
Job (30)	2.06

(Only the six main sections of agree/ disagree statements are analysed here; the others consisting of smaller numbers of questions.)

A.7   Overall results by section were:

- The Council   20 statements. Responses: 58.4% positive/ 41.6% negative;
- SLT   9 statements. Responses: 45.3% positive/ 54.7% negative;
- My Directorate   6 statements. Responses: 62.1% positive/ 37.9% negative;
- My Team   14 statements. Responses: 89.3% positive/ 10.7% negative;
- How Managed   30 statements. Responses: 80.9% positive/ 19.1% negative;
- My Job   30 statements. Responses: 76.7% positive/ 23.3% negative.

The Council

A.8   In respect of 'the Council', the large majority of respondents agreed with the statements that 'I believe that I am committed to the values of the Council in all that I say and do' (85.8% agree), that 'I believe I can make a valuable contribution to the success of the Council' (84.8%), and that 'The Council has a fair and supportive policy in place to improve attendance' (84.7%).

A.9   More than three-quarters of respondents agreed that 'I do not feel pressure to come into work when I am unwell' (81.2%); that 'The Council celebrates its achievements' (80.7%); that 'I understand what the values of the Council are' (79.2%); and that 'The Council demonstrates its commitment to equality and diversity (77.2%).

A.10   However, much less positive results were received in respect of the issues of organisational change, morale, trust, being kept informed, and fair treatment of employees; agreement levels for the following statements being below 40%:

- 'The Council manages organisational change effectively' (20.3% agree)

4

- 'The Council keeps its promises' (30.3% agree)
- 'There is an upbeat, positive culture amongst people who work for the Council' (31.1% agree)
- 'I have a good understanding of the future direction of the Council' (32.2% agree)
- 'I am well informed about what is going on in the Council' (32.5%)
- 'I believe the Council does not mislead employees' (38.8% agree)
- 'I feel that the Council treats people fairly' (39.5% agree).

The Senior Leadership Team

A.11   Perceptions of the Senior Leadership Team overall were generally negative, with only three of the statements having agreement levels above 50% – these were: 'I understand who the Senior Leadership Team are' (71.5% agree); 'The Senior Leadership Team support a shared vision for the future' (58.2%); and 'The Senior Leadership Team make bold decisions for the residents of South Ribble' (57.5%).

A.12   Least positive responses were in relation to the statements: 'I am inspired by the Senior Leadership Team of this organisation' (17.2% agree); 'I feel confident to discuss the decisions made by the Senior Leadership Team with them' (32.7%); 'The Senior Leadership Team empower others to innovate and improve services' (34.6%); 'I have confidence in the Senior Leadership Team's ability' (38.1%); 'The Senior Leadership Team act with integrity and are trustworthy' (42.5%); and 'The Senior Leadership Team challenge unacceptable behaviour' (48.8%).

My Directorate

A.13   Respondents' perceptions of their Directorate overall were positive; albeit marginally. Over three-quarters of respondents agreed that 'I understand how the priorities of the Council are met by the work of my Directorate' (81.8%), and that 'the people in my Directorate demonstrate positive behaviours and uphold our organisational values' (77.3%); whilst over two-thirds agreed that 'my Directorate seeks out contributions from all cultural perspectives and backgrounds' (69.5%).

A.14   Less than half of respondents agreed that 'where appropriate, staff in my Directorate are consulted about changes at work' (46.4%), and that 'I am well informed about what is going on in my Directorate' (47.0%); whilst just over half agreed that 'I feel that there is good two-way communication within my Directorate' (53.9%).

My Immediate Team

A.15   The questions in this section received the highest percentage of positive responses overall of the six sections analysed, and was also rated highest in terms of overall Mean Scores (at '1.79'). Most positive responses in relation to 'Team' were: 'my team always strives to do better' (96.9% agree), 'my team knows what it has to do and how to do it safely and successfully' (96.2%), 'my team takes actions to provide better services to our customers' (95.4%), 'people in my team are willing to share learning when mistakes are made'

(94.4%), 'my team plans and prioritises effectively' (93.8%), 'people in my team go out of their way to help me' (91.5%), and 'I have effective working relationships with colleagues from other teams' (91.4%).

A.16   More negative findings in this section were associated with relationships with colleagues: 35.0% of respondents agreed that 'relationships at work are strained' (although 65.0% disagreed).

How I am Managed

A.17   Perceptions of line managers were very positive; this section being ranked second out of the six sections analysed, both in terms of the overall percentage of positive responses and the overall Mean Score (of '1.92'). The great majority of respondents agreed that 'I would be comfortable disclosing safety concerns with my manager' (91.9%), that 'I have confidence in the leadership skills of my line manager' (84.9%), and that 'I feel comfortable raising concerns I have with my line manager' (84.6%); and that their line manager 'is supportive during times of difficulty' (90.4%), 'shows me respect and consideration' (89.5%), 'is even tempered' (88.0%), 'is visible and approachable' (87.2%), and 'knows my areas of strength and utilises them' (84.6%). Furthermore, 86.1% of respondents disagreed with the negatively worded statement 'my line manager makes excuses or blames others when things don't work out ('finger pointing')'.

A.18   The least positive responses were received in relation to having regular one-to-one meetings with managers, and the issues of tackling poor performance, feedback, career development, motivation, managers 'passing the buck', and rewarding good performance:

- 'I have regular (at least every 6 weeks) 1:1 meetings with my line manager' (54.8% agree)
- 'My line manager tackles poor performance of individuals and teams' (69.7% agree)
- 'My line manager provides me with regular feedback on my performance' (73.6% agree)
- 'My line manager gives me development opportunities to advance my career' (75.0% agree)
- 'My line manager motivates me' (75.4% agree)
- 'My line manager avoids taking responsibility for action ('passes the buck')' (24.6% agree/ 75.4% disagree)
- 'My line manager recognises and rewards good performance' (75.9% agree).

My Job

A.19   The vast majority of respondents agreed with the statements 'I have the skills and knowledge needed to do my job safely' (98.4% agree); 'I understand the risks and precautions relating to my job' (97.6%); 'I have the skills and knowledge to enable the Council to respond to new and changing demands' (94.9%); 'I notify my manager of problems promptly and can suggest solutions for consideration' (94.3%); 'it is clear what is expected of me at work' (92.9%); 'I understand how my role contributes to the Council's

objectives' (91.9%); 'I understand my manager's pressures and priorities' (91.7%); and 'Adequate provisions are always put in place to manage the risks associated with the tasks I undertake' (90.6%); whilst 94.2% disagreed that 'I am subject to bullying or harassment at work'.

A.20   The least positive responses in this section were received in connection with statements about staff morale, pay and benefits, volunteering, the OD Strategy, job insecurity, feeling valued, and access to development opportunities:

- 'Staff morale is good at the Council' (22.9% agree/ 77.1% disagree)
- 'I am happy with the pay and benefits I receive in this job' (49.6% agree)
- 'My personal morale is good' (53.7% agree)
- 'I volunteer to do things outside my job that contribute to the Council's objectives' (54.6% agree)
- 'I am aware of the Council's Organisational Development Strategy' (56.1% agree)
- 'Job insecurity regularly affects how I perform in my job' (37.5% agree/ 62.5% disagree)
- 'I feel valued for the work I do' (63.3% agree)
- 'This job is good for my own personal growth' (66.7% agree)
- 'I know how to access development opportunities on the Learning Hub to support me in my role' (67.0% agree).

A.21   Respondents were asked in a multiple-response question to state their top-three 'drivers for staff satisfaction', and there were four principal responses – 'good pay' (57.1%), 'positive, upbeat working environment' (53.2%), and 'flexible working' (51.6%) were the most-mentioned, followed by 'good working relationship with my manager' (45.2%).

A.22   Respondents to the Shared Services Staff survey gave the same four principal responses: their top 'drivers for staff satisfaction' were 'flexible-working' (56.3%), 'good working relationship with my manager' (51.8%), and 'positive, upbeat working environment' (46.4%). Shared Services staff were less likely to refer to 'good pay' (40.2% compared to 57.1% for South Ribble); but more likely to refer to 'opportunities for personal and career development' (38.4% compared to 25.4%).

My Working Environment (5 statements)

A.23   The great majority of respondents agreed with the statements 'I have adapted well to the new ways of hybrid working' (90.3% agree); 'I know how to request First Aid help' (90.2%); and 'Wherever I work, there are adequate welfare facilities (washing/ toilets/ somewhere to eat and drink)' (89.2%); whilst four-fifths agreed that 'The office is a great place to connect with colleagues for collaborative working' (81.9%); and 'I'm never expected to work in an environment that poses an unmanaged risk to my health, safety or wellbeing' (79.7%).

A.24   Over half of staff members agreed with the statements that 'I know how to access different systems across the Council to complete tasks' (57.6% agree), and 'I have received training and support to use ICT systems effectively' (51.3%); whilst just under half agreed that 'I feel that I have the right ICT technology and equipment to do my job' (48.0%). Note that for each of these statements the Mean Score was a little above the average score of '2.50', therefore representing generally negative responses.

Communications (4 statements)

A.25   Over three-quarters of respondents (78.3%) 'agreed' with the statement that 'Sometimes there are problems for my team because other teams do not inform us of their decisions and actions (N)', and 21.7% 'disagreed' (Mean Score 2.98 [reversed]); making this one of the most negatively rated statements on the questionnaire, (5th most negative in terms of its Mean Score).

A.26   In respect of the three remaining statements, over three-quarters of respondents agreed that 'If I have news to share with colleagues or the public, I know how to go about this' (78.3% agree); whilst 39.5% agreed that 'The Council ensures important messages are communicated regularly and effectively', and only just over a quarter (26.0%) agreed that 'I feel that there is good two-way communication between different Directorates'.

A.27   Regarding methods of communication, the methods referred to by most staff as being useful when 'keeping up to date with what is happening at the Council' were 'team meetings' (88.4% 'very/ fairly useful'), 'email' (88.4%), 'one-to-one with my line manager' (83.7%), and 'the Intranet' (81.6%); whilst the majority of respondents also rated 'word of mouth' (71.3%), 'the Council website' (64.3%), 'Local media' (58.9%), 'Staff Listening Days' (54.3%), and 'Employee Voice' (51.6%) as being very or fairly useful.

A.28   'Twitter' (23.4% 'very/ fairly useful'), 'Organisational Development Strategy' (30.2%), 'Noticeboards' (39.1%), and 'Facebook' (42.3%) were least likely to be thought of as very or fairly useful.

A.29   The most highly rated communication methods for Shared Services staff were also 'team meetings' (96.5% 'very/ fairly useful'), 'email' (92.9%), and 'one-to-one with my manager' (91.2%). However, South Ribble Council staff were substantially less likely to refer to 'Core Brief' (45.5% compared to 83.9% for Shared Services), 'Staff Listening Days' (54.3% compared to 85.0%), 'Twitter' (23.4% compared to 45.5%), and 'Organisational Development Strategy' (30.2% compared to 47.3%) as being useful means of communication.

Green Agenda (2 statements)

A.30   The large majority of staff members agreed with both of the statements: 'I am aware of the Council's commitment to the green agenda and carbon-neutral target' (83.5% agree); and 'I know how I can support the Council's green agenda and help to protect the

environment' (75.5% agree) – although a quarter (24.5%) disagreed with this latter statement.

Comparison of South Ribble and Shared Services Survey Responses

A.31   Please refer to the summary tables on the following two pages, which list the greatest differences in agree/ disagree question positive response percentages between the South Ribble and Shared Services Staff Surveys. There were a large number of statistically significant differences; 51 in total, out of which only two were positive differences: Table I lists all the differences of 30% or more; whilst Table II lists those of between 20% and 30%, plus the two positive differences.

A.32   The greatest differences (35%+), which all related to the Senior Leadership Team and communication issues/ being well informed, were: South Ribble staff were substantially less likely than Shared Services staff to agree that 'I am inspired by the Senior Leadership Team of this organisation' (17.2% compared to 68.3%); that 'I am well informed about what is going on in the Council' (32.5% compared to 74.3%); that 'The Senior Leadership Team empower others to innovate and improve services' (34.6% compared to 75.6%); that 'I have confidence in the Senior Leadership Team's ability' (38.1% compared to 76.1%); that 'The Senior Leadership Team act with integrity and are trustworthy' (42.5% compared to 80.0%); that 'I am well informed about what is going on in my directorate' (47.0% compared to 82.3%); and that 'I feel that there is good two-way communication between different Directorates' (26.0% compared to 60.9%).

A.33   The remaining differences can be viewed in the summary tables. The two positive differences were that South Ribble staff were more likely than Shared Services staff to agree that 'Colleagues from other teams respect and appreciate the work my team does' (83.3% compared to 70.2%), and that 'I know how to request First Aid help' (90.2% compared to 79.0%).

Summary Table I: South Ribble versus Shared Services Survey
Main differences in Agree/ Disagree Question Responses

(All differences are statistically significant)

Section	Question	S Ribble Positive (%)	Shared Services Positive (%)	Difference (S Ribble - Shared) (%)	South Ribble Base N	Shared Services Base N
SLT	**2.2) I am inspired by the Senior Leadership Team of this organisation**	17.2	68.3	-51.1	93	82
Council	**1.1) I am well informed about what is going on in the Council**	32.5	74.3	-41.8	123	109
SLT	**2.6) The Senior Leadership Team empower others to innovate and improve services**	34.6	75.6	-41.0	78	86
SLT	**2.8) I have confidence in the Senior Leadership Team's ability**	38.1	76.1	-38.0	84	92
SLT	**2.3) The Senior Leadership Team act with integrity and are trustworthy**	42.5	80.0	-37.5	73	85
Directorate	**3.2) I am well informed about what is going on in my directorate**	47.0	82.3	-35.3	117	113
Communications	**9.2) I feel that there is good two-way communication between different Directorates**	26.0	60.9	-34.8	96	92
Council	**1.3) I have a good understanding of the future direction of the Council**	32.2	66.0	-33.8	121	100
SLT	**2.9) I feel confident to discuss the decisions made by the Senior Leadership Team with them**	32.7	66.3	-33.6	101	95
How managed	**5.19) I have regular (at least every 6 weeks) one to one meetings with my line manager**	54.8	88.3	-33.5	126	111
Council	**1.16) The Council keeps its promises**	30.3	62.9	-32.6	99	89
SLT	**2.5) The Senior Leadership Team make bold decisions for the residents of South Ribble**	57.5	89.4	-31.9	80	85
Communications	**9.1) The Council ensures important messages are communicated regularly and effectively**	39.5	70.8	-31.3	119	106
Directorate	**3.6) Where appropriate, staff in my directorate are consulted about changes at work**	46.4	76.4	-30.0	112	106

Summary Table II: South Ribble versus Shared Services Survey
Main differences in Agree/ Disagree Question Responses
(All differences are statistically significant)

Section	Question	S Ribble Positive (%)	Shared Services Positive (%)	Difference (S Ribble - Shared) (%)	South Ribble Base N	Shared Services Base N
Council	**1.5) I feel that the Council treats people fairly**	39.5	68.9	-29.4	119	106
Directorate	**3.4) I feel that there is good two-way communication within my directorate**	53.9	82.7	-28.8	115	104
Council	**1.15) I believe the Council does not mislead employees**	38.8	67.4	-28.6	98	95
SLT	**2.4) The Senior Leadership Team support a shared vision for the future**	58.2	86.6	-28.4	79	82
Council	**1.2) I understand what the Council's priorities are**	59.3	87.0	-27.7	123	108
Council	**1.9) I feel proud to tell people where I work**	58.3	85.9	-27.6	115	99
Council	**1.17) The Council manages organisational change effectively**	20.3	46.7	-26.3	118	105
SLT	**2.1) I understand who the Senior Leadership Team are**	71.5	97.3	-25.8	123	112
My job	**6.25) I am happy with the pay and benefits I receive in this job**	49.6	74.3	-24.7	123	105
SLT	**2.7) The Senior Leadership Team challenge unacceptable behaviour**	48.8	71.4	-22.7	80	77
Council	**1.10) The Council has the reputation of a good employer**	60.4	82.8	-22.4	106	87
Council	**1.14) All employees have the opportunity to contribute their ideas and suggestions**	54.6	76.7	-22.1	119	103
My job	**6.2) I am aware of the Council's Organisational Development Strategy**	56.1	76.9	-20.8	114	104
Working environment	**7.3) I know how to request First Aid help**	90.2	79.0	11.1	122	105
Team	**4.12) Colleagues from other teams respect and appreciate the work my team does**	83.3	70.2	13.1	114	104

11

B. INTRODUCTION

B.1 Chorley and South Ribble Councils commissioned NWA Research Ltd. to carry out staff surveys in November 2021, following similar surveys carried out for Chorley Council by NWA in November 2019, June 2017, September 2015, March 2013 and 2012, February 2011 and Autumn 2009. In order to ensure comparability across the Councils, this year's South Ribble Council Staff Survey used the same questionnaire, (as far as possible), as those used for Chorley Council and Shared Services.

B.2 The Staff Survey covers a wide range of employee related issues and has an important role in communicating with employees; the information provided being used as a tool for identifying areas for improvement, assessing employee satisfaction, motivation, morale and engagement, and relationships with the organisation and the way it is managed. Survey results and any proposed improvement measures are to be fed back to staff during the next 'Staff Listening Day', anticipated to be in early 2022; and the findings are also to be published on the 'Learning Hub' for all staff to view.

B.3 During November 2021, a total of 168 staff were invited to complete a questionnaire online and a further 66 members of staff were provided with a self-completion questionnaire, (with a reply paid envelope for return), by post. The deadline for return of the questionnaires was 3 December 2021. A total of 131 questionnaires were completed at the time of analysis, giving an overall response rate of 56%.

B.4 The questionnaire was designed jointly by the Council and NWA, and was split into ten sections which covered the following aspects of working life:

1	The Council	6	My Job
2	The Senior Leadership Team	7	My Working Environment
3	My Directorate	8	ICT
4	My Immediate Team	9	Communications
5	How I am Managed	10	Green Agenda.

B.5 The first ten sections of the questionnaire consisted almost wholly of lists of statements; with Section 6 including an open question on staff morale, and a multiple-response question on 'drivers for staff satisfaction'; and Section 9 including an open question on communications and ratings questions for various communication methods. For each of the statements, respondents were asked 'to what extent do you agree or disagree with the following statement?' They were offered four agree/ disagree response options ('strongly agree', 'agree', 'disagree' and 'strongly disagree') and a 'don't know/ no opinion' response, and were asked to select the one which best describes their experience or opinion. [Note: in reporting results the letter 'N' has been used to denote negatively-worded statements in the questionnaire; of which there were 13 in total.]

B.6 Data from the completed questionnaires was downloaded and analysed using SPSS (Statistical Package for the Social Sciences). Results tables were produced as follows: 'Tables of Results by Sub-Group' (*Appendix 3a*) showing counts and count percentages for all questions, for the overall sample, and for the sample sub-groups 'Service Area' and 'location (main place of work)'; and 'Tables of Mean Scores' (*Appendix 3b*) showing the Mean Scores and Base Numbers for all 123 'agree/disagree' questions.

B.7 Where the sizes of sub-groups fall below 20 respondents, results are shown for information purposes only and should not be considered as statistically robust.

B.8 A copy of the questionnaire, marked-up with overall top-line findings is attached as *Appendix 1* – and comparative results from the concurrent Shared Services Staff Survey have also been added for information. Tables of Frequencies, which show details of any 'missing' data, are attached as *Appendix 2*, and responses to open-ended questions (verbatim) are attached as *Appendix 4*.

B.9 Please note that while many of the current survey questions are similar to those used in the 2019 Staff Survey, even where the questions are the same, comparisons between results for the two surveys are not direct and should only be made with great caution as the 2019 survey comprised responses from all service areas including Shared Services, which has been surveyed separately this time around.

Sample Profile

B.10 Respondents to the current survey were asked only to provide details of the service area they work in, where they work ('location'), and whether or not they have 'line management responsibilities' – further demographic questions were not included, (to help alleviate possible concerns over anonymity of responses). (See table overleaf.)

B.11 Based on the total achieved sample of 131 staff members, 18.3% said that they work in the service area of 'Communities, Homelessness, Housing & Sports Development'; 13.7% work in 'Planning & Development - Building Control, Forward Planning, Investment & Skills, and Licensing & Planning', and 8.4% each work in 'the Grounds Team', 'Gateway', and 'Revenue & Benefits'. Small numbers of staff said that they worked in the other service areas listed (see table overleaf). (13.7% 'prefer not to say', and 3.6% 'missing'.)

B.12 In terms of location, nearly half (45.8%) of the overall sample indicated that they work at the 'Civic Centre', and 16.8% work at the 'Moss Side Depot'. A small number of respondents said that they work in some 'other' location (9.2%; 12). (6.1% 'prefer not to say', and 22.1% 'missing'.)

B.13 One-in-seven (14.5%) of all respondents said 'yes' they do have 'line management responsibilities', while 61.8% do not. (19.8% 'prefer not to say', and 3.8% 'missing'.)

		Count	Col %
7) Please indicate your main place of work, so we can address any issues in relation to your working environment.	Civic Centre	60	45.8%
	Moss Side Depot	22	16.8%
	Other	12	9.2%
	Prefer not to say	8	6.1%
	(missing)	29	22.1%
	Total	**131**	**100.0%**
12) Service:	Planning & Development - Building Control, Forward Planning, Investment & Skills, Licensing & Planning	18	13.7%
	Environmental Health	8	6.1%
	Communities, Homelessness, Housing & Sports Development	24	18.3%
	Grounds Team	11	8.4%
	Arborists, Mechanics & Transport, Parking & Highways, Park Developments & Neighbourhoods Admin Support	10	7.6%
	Cleansing Team, Waste Technical Team, Sweeping Team, Response Cleansing	6	4.6%
	Gateway	11	8.4%
	Revenue & Benefits	11	8.4%
	Facilities Management, Investment Property & Markets	7	5.3%
	Other	1	0.8%
	Prefer not to say	18	13.7%
	(missing)	6	4.6%
	Total	**131**	**100.0%**
13) Do you have line management responsibilities?	Yes	19	14.5%
	No	81	61.8%
	Prefer not to say	26	19.8%
	(missing)	5	3.8%
	Total	**131**	**100.0%**

C. **SUMMARY OF AGREE/ DISAGREE STATEMENTS (123 questions in total)**

Mean Scores (Overall)
(1 very positive: 2.5 Neutral: 4 very negative)

Category	Mean Score
Council (20)	2.47
SLT (9)	2.73
Directorate (6)	2.40
Team (14)	1.79
How managed (30)	1.92
Job (30)	2.06
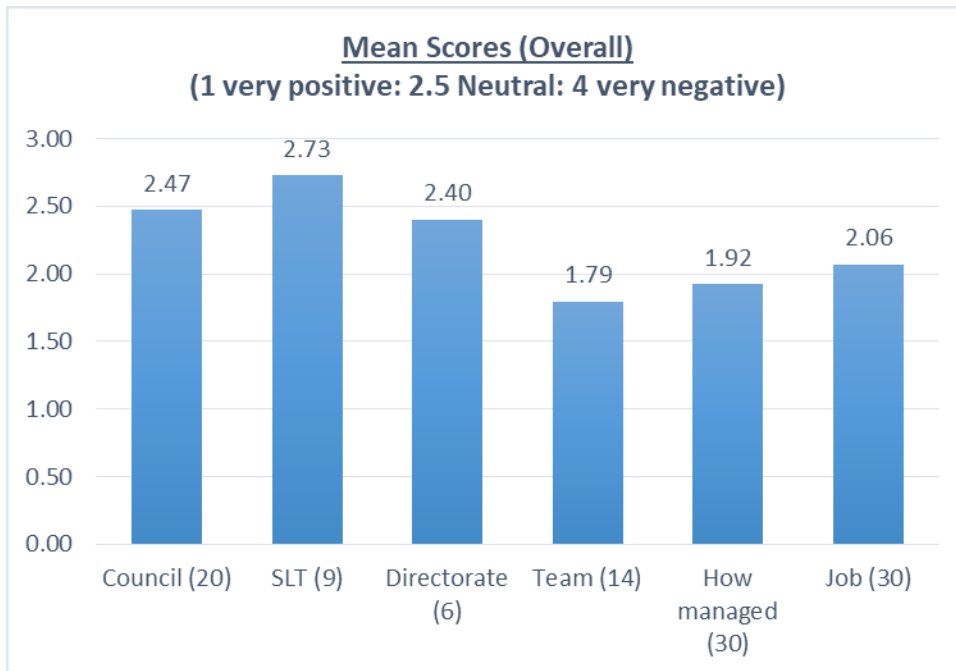
C.1 Overall 'Mean Scores' (where 1 = 'strongly positive', 2 = 'positive', 3 = 'negative' and 4 = 'strongly negative'; the lower the Mean Score the more positive the responses) for the six main sections in the questionnaire were lowest (most positive) in respect of 'My Immediate Team' (1.79; 14 statements), 'How I am Managed' (1.92; 30 statements), and 'My Job' (2.06; 30 statements). For each of these three sections the mean scores lie well below the average score of '2.50', and so they represent generally positive answers to the questions.

C.2 The least positive (highest) scores were received in respect of 'The Senior Leadership Team (SLT)' (2.73; 9 statements), 'The Council' (2.47; 20 statements), and 'My Directorate' (2.40; 6 statements). The score for the 'SLT' lies above the average score of '2.50' and so represents generally negative answers to the questions; while the scores for 'The Council' and 'My Directorate' are close to the average, and mean that the balance between positive and negative responses is closely divided. ('Working Environment', 'ICT', 'Communications', and 'Green Agenda' sections are not included here as they comprised only small numbers of statements).

C.3 Most positive responses overall, with 'mean scores' less than 1.70 were:

- *'I am subject to bullying or harassment at work (N)'* (5.8% Agree : Mean Score 1.53 – reverse score)
- *'I have the skills and knowledge needed to do my job safely'* (98.4% Agree : Mean Score 1.56).
- *'My team always strives to better'* (96.9% Agree : Mean Score 1.60)

- *'My team knows what it has to do and how to do it safely and successfully'* (96.2% Agree : Mean Score 1.63)
- *'People in my team go out of their way to help me'* (91.5% Agree : Mean Score 1.64)
- *'My team takes actions to provide better services to our customers'* (95.4% Agree : Mean Score 1.65)
- *'People in my team are willing to share learning when mistakes are made'* (94.4% Agree : Mean Score 1.66)
- *'People in my team trust each other'* (88.7% Agree : Mean Score 1.68)
- *'People in my team don't seek to blame others when things go wrong'* (89.9% Agree : Mean Score 1.68).

C.4   Other statements which rated very positively, with mean scores of 1.75 or under were:

- *'It is clear what is expected of me at work'* (92.9% Agree : Mean Score 1.70)
- *'I have the skills and knowledge to enable the Council to respond to new and changing demands'* (94.9% Agree : Mean Score 1.71
- *'I have adapted well to the new ways of hybrid working'* (90.3% Agree : Mean Score 1.71)
- *'I notify my manager of problems promptly and can suggest solutions for consideration'* (94.3% Agree : Mean Score 1.72)
- *'My line manager is supportive during times of difficulty'* (90.4% Agree : Mean Score 1.72)
- *'I understand my manager's pressures and priorities'* (91.7% Agree : Mean Score 1.74)
- *'My team plans and prioritises effectively'* (93.8% Agree : Mean Score 1.74)
- *'I would be comfortable disclosing safety concerns with my manager'* (91.9% Agree : Mean Score 1.74)
- *'My line manager makes excuses or blames others when things don't work out ('finger-pointing') (N)'* (13.9% Agree : Mean Score 1.75 – reverse score).

C.5   Least positive responses overall were received in respect of ten statements where the mean score was 2.90 or higher:

- *'The Council manages organisational change effectively'* (20.3% Agree : Mean Score 3.20)
- *'Staff morale is good at the Council'* (22.9% Agree : Mean Score 3.17)
- *'I am inspired by the Senior Leadership Team of this organisation'* (17.2% Agree : Mean Score 3.09)
- *'There is an upbeat, positive culture amongst people who work for the Council'* (31.1% Agree : Mean Score 3.03)
- *'Sometimes there are problems for my team because other teams do not inform us of their decisions and actions (N)'* (75.9% Agree : Mean Score 2.98 – reverse score)
- *'I feel confident to discuss the decisions made by the Senior Leadership Team with them'* (32.7% Agree : Mean Score 2.95)

- *'The Council keeps its promises'* (30.3% Agree : Mean Score 2.94)
- *'I am well informed about what is going on in the Council'* (32.5% Agree : Mean Score 2.91)
- *'I have a good understanding of the future direction of the Council'* (32.2% Agree : Mean Score 2.90)
- *'I feel that there is good two-way communication between different Directorates'* (26.0% Agree : Mean Score 2.90).

C.6 Other statements which attracted negative responses from over half of respondents were:

- *'The Senior Leadership Team empower others to innovate and improve services'* (65.4% Disagree)
- *'I have confidence in the Senior Leadership Team's ability'* (61.9% Disagree)
- *'I believe the Council does not mislead employees'* (61.9% Disagree)
- *'I feel that the Council treats people fairly'* (60.5% Disagree)
- *'The Council ensures important messages are communicated regularly and effectively'* (60.5% Disagree)
- *'The Senior Leadership Team act with integrity and are trustworthy'* (57.5% Disagree)
- *'Where appropriate, staff in my directorate are consulted about changes at work'* (53.6% Disagree)
- *'I am well informed about what is going on in my Directorate'* (53.0% Disagree)
- *'I feel that I have the right ICT technology and equipment to do my job'* (52.0% Disagree)
- *'The Senior Leadership Team challenge unacceptable behaviour'* (51.3% Disagree)
- *'I am happy with the pay and benefits I receive in this job'* (50.4% Disagree).

1.   THE COUNCIL

1.1   Perceptions of the Council overall were positive; albeit marginally: twenty statements (Q1.1-1.20) on the questionnaire were directed at the Council as an organisation, and 58.4% of all responses to these statements were positive, and 41.6% were negative. This was the second lowest-ranked of the six sections analysed in terms of the overall Mean Score of '2.47'. ('No opinion/ don't know' responses excluded from the analysis.)
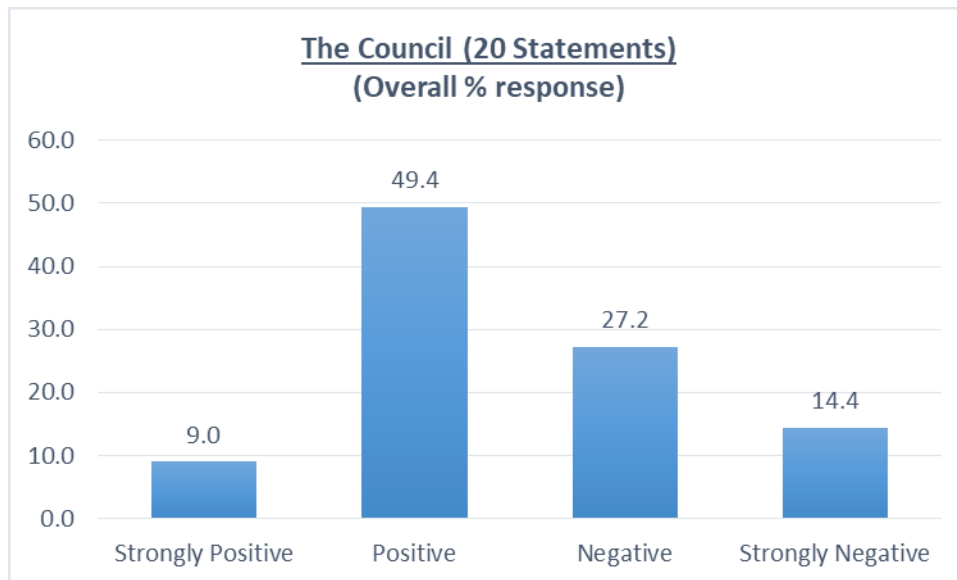
1.2   Most positive responses in relation to the Council were in relation to –

- *'I believe that I am committed to the values of South Ribble Council in all that I say and do'* (85.8% Agree : Mean Score 1.98)
- *'I believe I can make a valuable contribution to the success of South Ribble Council'* (84.8% Agree : Mean Score 1.85)
- *'The Council has a fair and supportive policy in place to improve attendance'* (84.7% Agree : Mean Score 2.03)
- *'I do not feel pressure to come into work when I am unwell'* (81.2% Agree : Mean Score 2.03)
- *'The Council celebrates its achievements'* (80.7% Agree : Mean Score 2.13)
- *'The Council demonstrates its commitment to equality and diversity'* (77.2% Agree : Mean Score 2.18)
- *'I find that my values and those of the Council are very similar'* (71.7% Agree : Mean Score 2.23).

1.3   Least positive responses were in relation to –

- *'The Council manages organisational change effectively'* (20.3% Agree : Mean Score 3.20)
- *'The Council keeps its promises'* (Agree 30.3% : Mean Score 2.94)

- *'There is an upbeat, positive culture amongst people who work for the Council'* (Agree 31.1% : Mean Score 3.03)
- *'I have a good understanding of the future direction of the Council'* (32.2% Agree : Mean Score 2.90)
- *'I am well informed about what is going on in the Council'* (Agree 32.5% : Mean Score 2.91)
- *'I believe the Council does not mislead employees'* (38.8% Agree : Mean Score 2.86)
- *'I feel that the Council treats people fairly'* (39.5% Agree : Mean Score 2.81).

(Results are summarised in the chart overleaf.)

1.4   Compared to the findings of the concurrent Chorley and South Ribble Shared Services Survey 2021 there were large negative differences of over 20% in respect of 10 of the 20 statements in this section. South Ribble Council staff were substantially less likely to agree that:

- *'I am well informed about what is going on in the Council'* (32.5% compared to 74.3% in Shared Services)
- *'I have a good understanding of the future direction of the Council'* (32.2% compared to 66.0%)
- *'The Council keeps its promises'* (30.3% compared to 62.9%)
- *'I feel that the Council treats people fairly'* (39.5% compared to 68.9%)
- *'I believe the Council does not mislead employees'* (38.8% compared to 67.4%)
- *'I understand what the Council's priorities are'* (59.3% compared to 87.0%)
- *'I feel proud to tell people where I work'* (58.3% compared to 85.9%)
- *'The Council manages organisational change effectively'* (20.3% compared to 46.7%)
- *'The Council has the reputation of a good employer'* (60.4% compared to 82.8%)
- *'All employees have the opportunity to contribute their ideas and suggestions'* (54.6% compared to 76.7%).

1.5   Note that the two statements *'The Council manages organisational change effectively'* and *'There is an upbeat, positive culture amongst people who work for the Council'* were two of the most negatively rated aspects covered in the survey: the former being the most negative (ranked 1st of the 123 statements) with a Mean Score of '3.20', and the latter being ranked 4th with a Mean Score of '3.03'.

The Council (Q1.1-1.20) (Sorted by % positive response)

Question	Positive	Negative
1.13) I believe that I am committed to the values of the Council in all that I say and do	85.8	14.2
1.4) I believe I can make a valuable contribution to the success of the Council	84.8	15.2
1.20) The Council has a fair and supportive policy in place to improve attendance	84.7	15.3
1.19) I do not feel pressure to come into work when I am unwell	81.2	18.8
1.8) The Council celebrates its achievements	80.7	19.3
1.11) I understand what the values of the Council are	79.2	20.8
1.7) The Council demonstrates its commitment to equality and diversity	77.2	22.8
1.12) I find that my values and those of the Council are very similar	71.7	28.3
1.18) The Council demonstrates that it cares about the health, safety and wellbeing of its…	63.5	36.5
1.10) The Council has the reputation of a good employer	60.4	39.6
1.2) I understand what the Council's priorities are	59.3	40.7
1.9) I feel proud to tell people where I work	58.3	41.7
1.14) All employees have the opportunity to contribute their ideas and suggestions	54.6	45.4
1.5) I feel that the Council treats people fairly	39.5	60.5
1.15) I believe the Council does not mislead employees	38.8	61.2
1.1) I am well informed about what is going on in the Council	32.5	67.5
1.3) I have a good understanding of the future direction of the Council	32.2	67.8
1.6) There is an upbeat, positive culture amongst people who work for the Council	31.1	68.9
1.16) The Council keeps its promises	30.3	69.7
1.17) The Council manages organisational change effectively	20.3	79.7

■ Positive ■ Negative

2.   THE SENIOR LEADERSHIP TEAM (Chief Executive, Directors, Assistant Director and Service Leads)

2.1   Perceptions of the Senior Leadership Team overall were generally negative. Nine statements (Q2.1-2.9) on the questionnaire were directed at the Senior Leadership Team, and 45.3% of all responses to these statements were positive, and 54.7% were negative; meaning that this was the least highly ranked of the six sections analysed, both in terms of the overall percentage of positive responses and the overall Mean Score of '2.73', (this overall Mean Score lies above the average score of '2.50' and so represents generally negative answers to the questions). ('No opinion/ don't know' responses excluded from the analysis.)
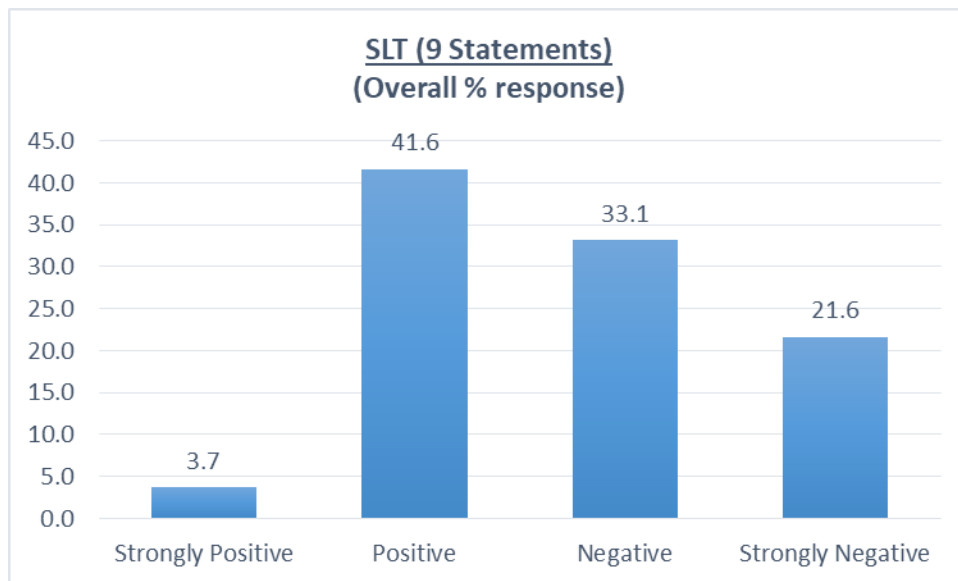
2.2   Most positive responses in relation to the Senior Leadership Team were in relation to –

- *'I understand who the Senior Leadership Team are'* (71.5% Agree : Mean Score 2.27) (This was the only statement in this section with a Mean Score lying below the average score of '2.50')
- *'The Senior Leadership Team support a shared vision for the future'* (58.2% Agree : Mean Score 2.58)
- *'The Senior Leadership Team make bold decisions for the residents of South Ribble'* (57.5% Agree : Mean Score 2.58).

Senior Leadership Team (Q2.1-2.9) (Sorted by % positive response)

Question	Positive	Negative
2.1) I understand who the Senior Leadership Team are	71.5	28.5
2.4) The Senior Leadership Team support a shared vision for the future	58.2	41.8
2.5) The Senior Leadership Team make bold decisions for the residents of South Ribble	57.5	42.5
2.7) The Senior Leadership Team challenge unacceptable behaviour	48.8	51.3
2.3) The Senior Leadership Team act with integrity and are trustworthy	42.5	57.5
2.8) I have confidence in the Senior Leadership Team's ability	38.1	61.9
2.6) The Senior Leadership Team empower others to innovate and improve services	34.6	65.4
2.9) I feel confident to discuss the decisions made by the Senior Leadership Team with them	32.7	67.3
2.2) I am inspired by the Senior Leadership Team of this organisation	17.2	82.8

■ Positive ■ Negative

2.3 Least positive responses were in relation to –

- *'I am inspired by the Senior Leadership Team of this organisation'* (Agree 17.2% : Mean Score 3.09)
- *'I feel confident to discuss the decisions made by the Senior Leadership Team with them'* (Agree 32.7% : Mean Score 2.95).
- *'The Senior Leadership Team empower others to innovate and improve services'* (34.6% Agree : Mean Score 2.88)
- *'I have confidence in the Senior Leadership Team's ability'* (38.1% Agree : Mean Score 2.85)
- *'The Senior Leadership Team act with integrity and are trustworthy'* (42.5% Agree : Mean Score 2.84)
- *'The Senior Leadership Team challenge unacceptable behaviour'* (48.8% Agree : Mean Score 2.65).

2.4 Note that in terms of Mean Scores, the two statements 'I am inspired by the Senior Leadership Team of this organisation' and 'I feel confident to discuss the decisions made by the Senior Leadership Team with them', were two of the most negatively rated questions, being ranked 3rd and 6th most negative, respectively.

2.5 Compared to the concurrent Shared Services Staff Survey, the percentage agreement levels were substantially lower for South Ribble staff across all nine statements in this section; the greatest differences being in respect of the statements: *'I am inspired by the Senior Leadership Team of this organisation'* (17.2% Agree, compared to 68.3% for Shared Services); *'The Senior Leadership Team empower others to innovate and improve services'* (34.6% Agree, compared to 75.6%); *'The Senior Leadership Team act with integrity and are trustworthy'* (42.5% Agree, compared to 80.0%); and *'I feel confident to discuss the decisions made by the Senior Leadership Team with them'* (32.7% Agree, compared to 66.3%).

3.   MY DIRECTORATE

3.1 Respondents' perceptions of their Directorate overall were positive: 62.1% of all responses to these statements being positive, whilst 37.9% were negative. This was, however, the third lowest-ranked of the six sections analysed in terms of the overall Mean Score of '2.40' – this score (being only just under the average score of '2.50') represents a closely divided balance between positive and negative responses, though this is based on only six statements. ('No opinion/ don't know' responses excluded from the analysis.)

My Directorate (6 Statements)
(Overall % response)

Strongly Positive	11.1
Positive	51.1
Negative	24.7
Strongly Negative	13.2
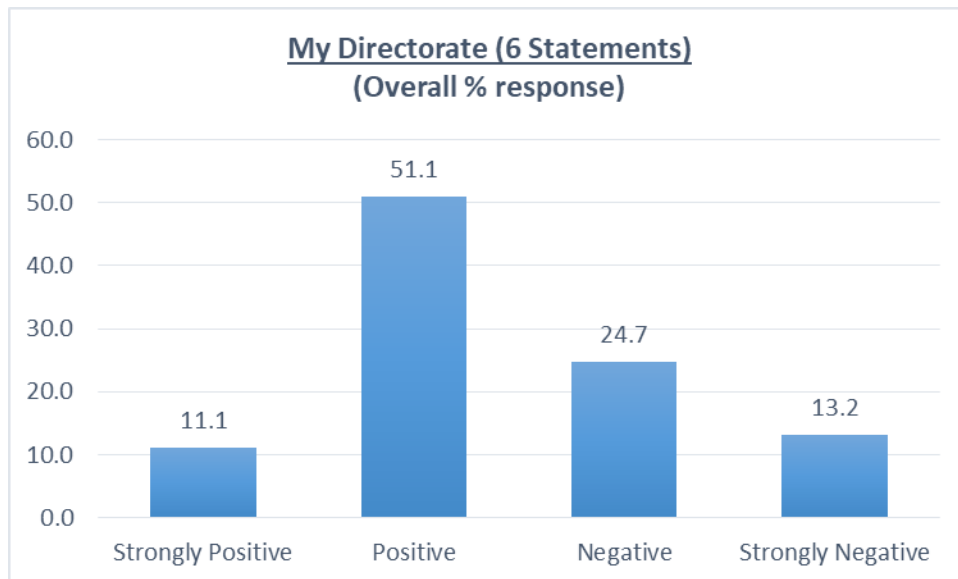
3.2   Most positive responses in relation to 'My Directorate' were –

- *'I understand how the priorities of the Council are met by the work of my directorate'* (81.1% Agree : Mean Score 2.06).
- *The people in my directorate demonstrate positive behaviours and uphold our organisational values'* (77.3% Agree : Mean Score 2.16)
- *'My directorate seeks out contributions from all cultural perspectives and backgrounds'* (69.5% Agree : Mean Score 2.32).

My Directorate (Q3.1-3.6) (Sorted by % positive response)

Question	Positive	Negative
3.1) I understand how the priorities of the Council are met by the work of my directorate	81.1	18.9
3.5) The people in my directorate demonstrate positive behaviours and uphold our organisational values	77.3	22.7
3.3) My directorate seeks out contributions from all cultural perspectives and backgrounds	69.5	30.5
3.4) I feel that there is good two-way communication within my directorate	53.9	46.1
3.2) I am well informed about what is going on in my directorate	47.0	53.0
3.6) Where appropriate, staff in my directorate are consulted about changes at work	46.4	53.6

■ Positive ■ Negative

3.3   Least positive responses were in relation to –

- *'Where appropriate, staff in my directorate are consulted about changes at work'* (46.4% Agree : Mean Score 2.67)
- *'I am well informed about what is going on in my directorate'* (47.0% Agree : Mean Score 2.58)
- *'I feel that there is good two-way communication within my directorate'* (53.9% Agree : Mean Score 2.57).

3.4   In comparison to the Shared Services Staff Survey results, agreement levels for South Ribble staff were (statistically significantly) lower for all six statements; the differences being substantial (greater than 25%) in respect of the statements: *'I am well informed about what is going on in my directorate'* (47.0% Agree, compared to 82.3% for Shared Services); *'Where appropriate, staff in my directorate are consulted about changes at work'* (46.4% Agree, compared to 76.4%); and *'I feel that there is good two-way communication within my directorate'* (53.9% Agree, compared to 82.7%).

4.   MY IMMEDIATE TEAM

4.1   Rather in contrast to the previous three sections, perceptions of Teams overall were very positive, with the questions in this section receiving the highest percentage of positive responses out of the six sections analysed. Furthermore, the overall mean score for the questions in this section was '1.79', making it the most highly ranked section in this respect also. Fourteen statements (Q4.1-4.14) related to 'My Immediate Team', with almost nine-in-ten (89.3%) of all responses to these statements being positive, and 10.7% negative. ('No opinion/ don't know' responses excluded from the analysis.)

My Immediate Team (14 Statements)
(Overall % response)

	Strongly Positive	Positive	Negative	Strongly Negative
%	33.9	55.4	8.5	2.2
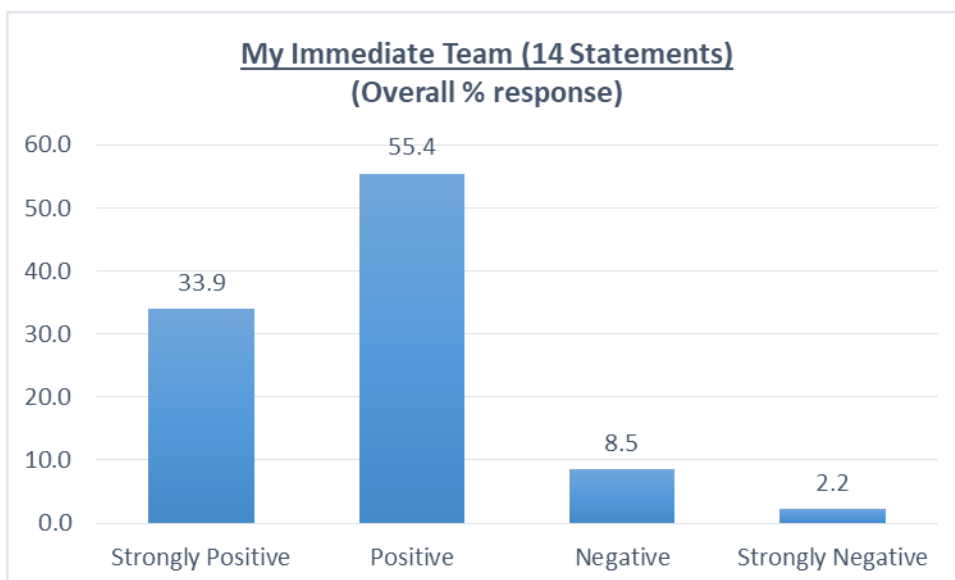
4.2   Most positive responses in relation to 'Team' were –

- *'My team always strives to do better'* (96.9% Agree : Mean Score 1.60)
- *'My team knows what it has to do and how to do it safely and successfully'* (96.2% Agree : Mean Score 1.63)
- *'My team takes actions to provide better services to our customers'* (95.4% Agree : Mean Score 1.65)
- *'People in my team are willing to share learning when mistakes are made'* (94.4% Agree : Mean Score 1.66)
- *'My team plans and prioritises effectively'* (93.8% Agree : Mean Score 1.74)
- *'People in my team go out of their way to help me'* (91.5% Agree : Mean Score 1.64).
- *'I have effective working relationships with colleagues from other teams'* (91.4% Agree : Mean Score 1.81).

4.3   Least positive responses were –

- *'Relationships at work are strained (N)'* (35.0% Agree : Mean Score 2.28 – reverse score)
- *'Colleagues from other teams respect and appreciate the work my team does'* (83.3% Agree : Mean Score 2.00)
- *'In my team unsafe and unacceptable behaviour is challenged'* (85.4% Agree : Mean Score 1.91).
  (Results summarised in chart overleaf.)

4.4   There was one statistically significant positive difference in results when compared to the concurrent Shared Services Staff Survey: South Ribble staff were significantly more likely to agree with the statement that *'Colleagues from other teams respect and appreciate the work my team does'* (83.3% Agree, compared to 70.2% for Shared Services).

My Immediate Team (Q4.1-4.14) (Sorted by % positive response)

Question	Positive	Negative
4.2) My team always strives to do better	96.9	3.1
4.5) My team knows what it has to do and how to do it safely and successfully	96.2	3.8
4.4) My team takes actions to provide better services to our customers	95.4	4.6
4.10) People in my team are willing to share learning when mistakes are made	94.4	5.6
4.1) My team plans and prioritises effectively	93.8	6.2
4.7) People in my team go out of their way to help me	91.5	8.5
4.11) I have effective working relationships with colleagues from other teams	91.4	8.6
4.9) People in my team don't seek to blame others when things go wrong	89.9	10.1
4.8) People in my team trust each other	88.7	11.3
4.14) I frequently make suggestions to improve the work of my team	87.8	12.2
4.6) I understand the role of other teams in my directorate	87.8	12.2
4.3) In my team unsafe and unacceptable behaviour is challenged	85.4	14.6
4.12) Colleagues from other teams respect and appreciate the work my team does	83.3	16.7
4.13) Relationships at work are strained (N)	65.0	35.0

■ Positive ■ Negative

5. HOW I AM MANAGED

5.1   Perceptions of line managers were also very positive; this section being ranked second out of the six sections analysed, both in terms of the overall percentage of positive responses and the overall Mean Score (of '1.92'). Thirty statements (Q5.1-5.30) on the questionnaire were directed at 'How I am managed', and 80.9% of all responses to these statements were positive, and 19.1% were negative. ('No opinion/ don't know' responses excluded from the analysis.)
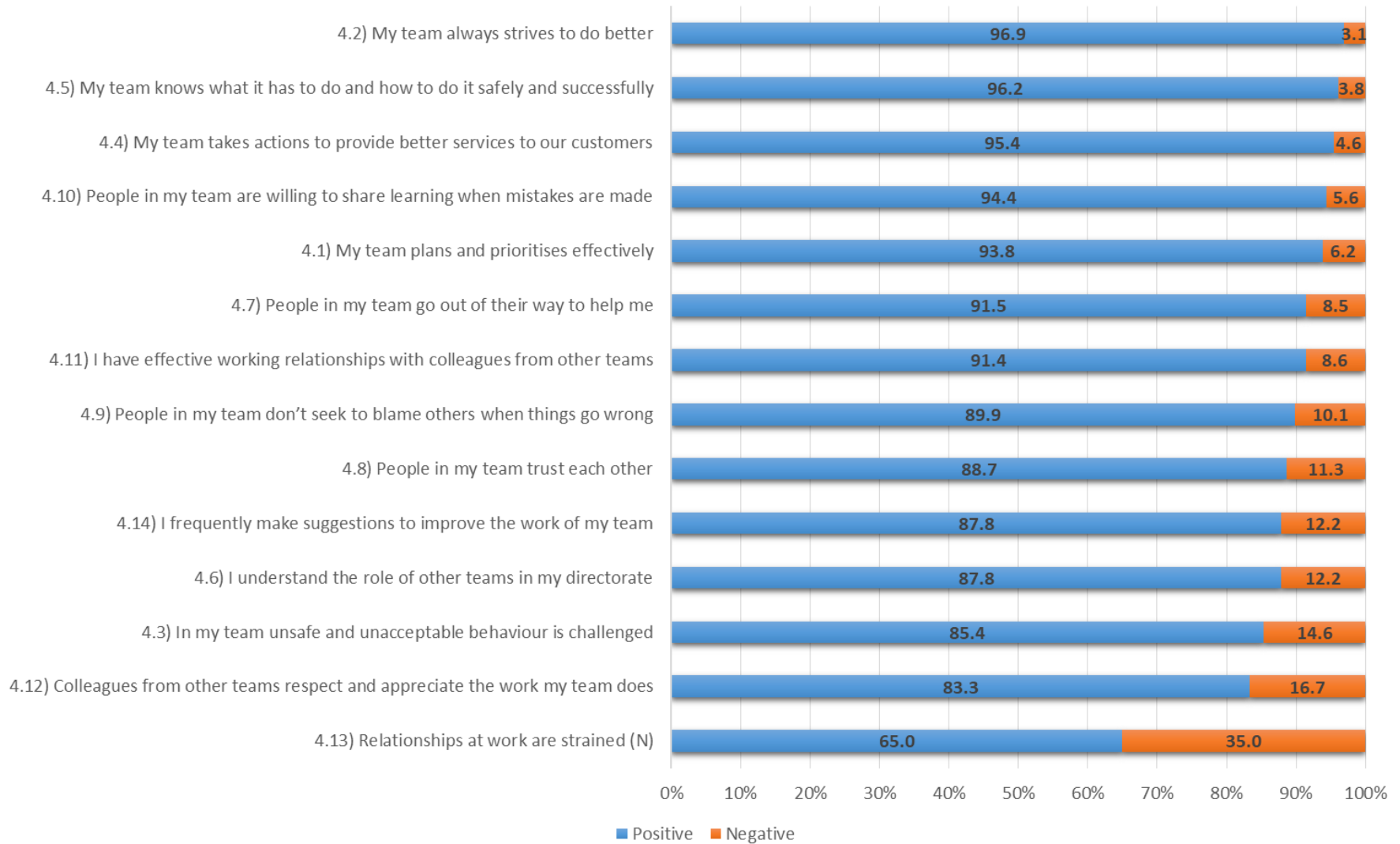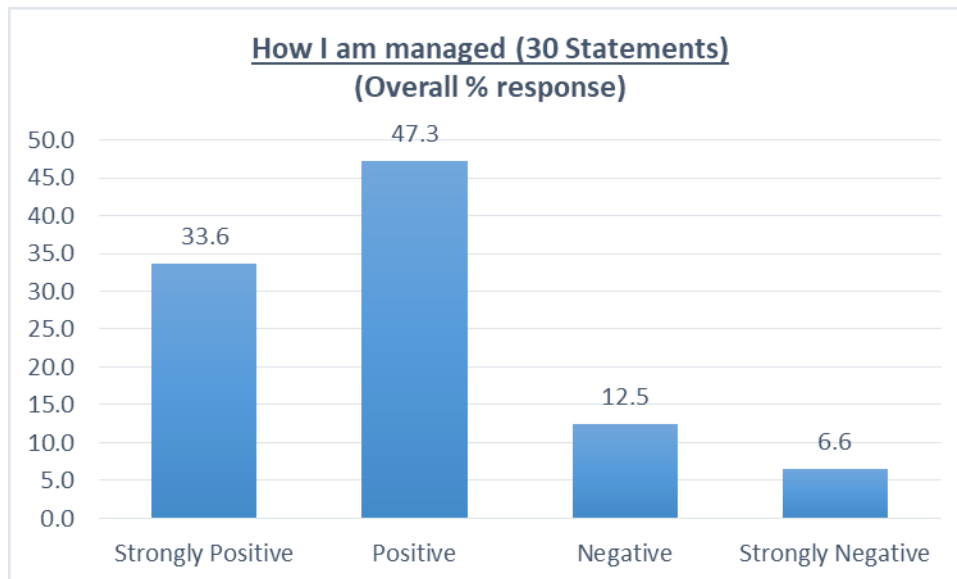

5.2   Most positive responses in the 'How I am Managed' section were:

- *'I would be comfortable disclosing safety concerns with my manager'* (91.9% Agree : Mean Score 1.74)
- *'My line manager is supportive during times of difficulty'* (90.4% Agree : Mean Score 1.72)
- *'My line manager shows me respect and consideration'* (89.5% Agree : Mean Score 1.76)
- *'My line manager is even tempered'* (88.0% Agree : Mean Score 1.76)
- *'My line manager is visible and approachable'* (87.2% Agree : Mean Score 1.77)
- *'My line manager makes excuses or blames others when things don't work out ('finger-pointing') (N)'* (13.9% Agree : Mean Score 1.75 – reverse score)
- *'I have confidence in the leadership skills of my line manager'* (84.9% Agree : Mean Score 1.85)
- *'My line manager knows my areas of strength and utilises them'* (84.6% Agree : Mean Score 1.83)
- *'I feel comfortable raising concerns I have with my line manager'* (84.6% Agree : Mean Score 1.87). (Results summarised in chart overleaf.)

How I am Managed (Q5.1-5.30) (Sorted by % positive response)

| Question	Positive	Negative
5.24) I would be comfortable disclosing safety concerns with my manager	91.9	8.1
5.21) My line manager is supportive during times of difficulty	90.4	9.6
5.15) My line manager shows me respect and consideration	89.5	10.5
5.16) My line manager is even tempered	88.0	12.0
5.20) My line manager is visible and approachable	87.2	12.8
5.28) My line manager makes excuses or blames others when things don't work out ('finger-...	86.1	13.9
5.7) I have confidence in the leadership skills of my line manager	84.9	15.1
5.25) My line manager knows my areas of strength and utilises them	84.6	15.4
5.13) I feel comfortable raising concerns I have with my line manager	84.6	15.4
5.8) My line manager uses delegation effectively	84.4	15.6
5.1) My line manager clearly explains my role in delivering the Council's objectives	84.1	15.9
5.4) My line manager encourages me at work	83.9	16.1
5.12) My line manager listens and considers views that are different from their own	83.5	16.5
5.2) My line manager shares important knowledge and information with me	83.1	16.9
5.18) My line manager recognises and celebrates my team's successes	82.5	17.5
5.29) My line manager appears more concerned about their welfare than anything else (N)	82.3	17.7
5.6) My line manager welcomes and encourages new ideas	81.8	18.2
5.3) My line manager sets clear performance goals for me through the Performance Review...	81.4	18.6
5.27) My line manager jumps to conclusions without checking the facts first (N)	80.2	19.8
5.10) Where appropriate my line manager actively involves me in decision making	80.0	20.0
5.22) I would be comfortable disclosing work-related stress to my manager	79.5	20.5
5.30) My line manager sends mixed messages so I rarely know where I stand (N)	76.5	23.5
5.23) I would be comfortable disclosing health issues including mental health issues to my...	76.2	23.8
5.17) My line manager recognises and rewards good performance	75.9	24.1
5.26) My line manager avoids taking responsibility for action ('passes the buck') (N)	75.4	24.6
5.14) My line manager motivates me	75.4	24.6
5.9) My line manager gives me development opportunities to advance my career	75.0	25.0
5.11) My line manager provides me with regular feedback on my performance	73.6	26.4
5.5) My line manager tackles poor performance of individuals and teams	69.7	30.3
5.19) I have regular (at least every 6 weeks) one to one meetings with my line manager	54.8	45.2

■ Positive ■ Negative

30

5.3   Least positive responses were:

- *'I have regular (at least every 6 weeks) one-to-one meetings with my line manager'* (54.8% Agree : Mean Score 2.41)
- *'My line manager tackles poor performance of individuals and teams'* (69.7% Agree : Mean Score 2.19)
- *'My line manager provides me with regular feedback on my performance'* (73.6% Agree : Mean Score 2.12)
- *'My line manager gives me development opportunities to advance my career'* (75.0% Agree : Mean Score 2.05)
- *'My line manager motivates me'* (75.4% Agree : Mean Score 2.00)
- *'My line manager avoids taking responsibility for action ('passes the buck')* (N)' (24.6% Agree : Mean Score 1.93 – score reversed)
- *'My line manager recognises and rewards good performance'* (75.9% Agree : Mean Score 2.03)
- *'I would be comfortable disclosing health issues including mental health issues to my manager'* (76.2% Agree : Mean Score 1.99)
- *'My line manager sends mixed messages so I rarely know where I stand* (N)' (23.5% Agree : Mean Score 1.87 – score reversed).

5.4   There were a number of statistically significant negative differences in between the views of South Ribble Council staff and Shared Services staff as detailed below. The largest difference was in respect of the statement *'I have regular (at least every 6 weeks) one to one meetings with my line manager'* – only 54.8% of South Ribble staff agreed that this is the case, compared to 88.3% of Shared Services staff; a difference of 33.5%. Other differences were as follows: *'My line manager motivates me'* (75.4% Agree, compared to 88.5% for Shared Services); *'My line manager tackles poor performance of individuals and teams'* (69.7% Agree, compared to 82.1%); *'My line manager recognises and rewards good performance'* (75.9% Agree, compared to 88.3%); *'My line manager provides me with regular feedback on my performance'* (73.6% Agree, compared to 85.8%); *'My line manager sends mixed messages so I rarely know where I stand (N)'* (76.5% Disagree, compared to 11.7%); *'My line manager gives me development opportunities to advance my career'* (75.0% Agree, compared to 85.3%); *'Where appropriate my line manager actively involves me in decision making'* (80.0% Agree, compared to 89.9%); *'My line manager welcomes and encourages new ideas'* (81.8% Agree, compared to 92.7%); and *'My line manager appears more concerned about their welfare than anything else (N)'* (82.3% Disagree; compared to 91.5%).

6.   MY JOB

6.1   Perceptions of 'Jobs' overall were largely positive; this section being ranked third out of the six sections analysed, both in terms of the overall percentage of positive responses, and the overall Mean Score (of '2.06'). Thirty statements (Q6.1-6.30) on the questionnaire were directed at respondents' 'jobs', and 76.7% of all responses to these statements were positive, and 23.3% were negative. ('No opinion/ don't know' responses excluded from the analysis.)
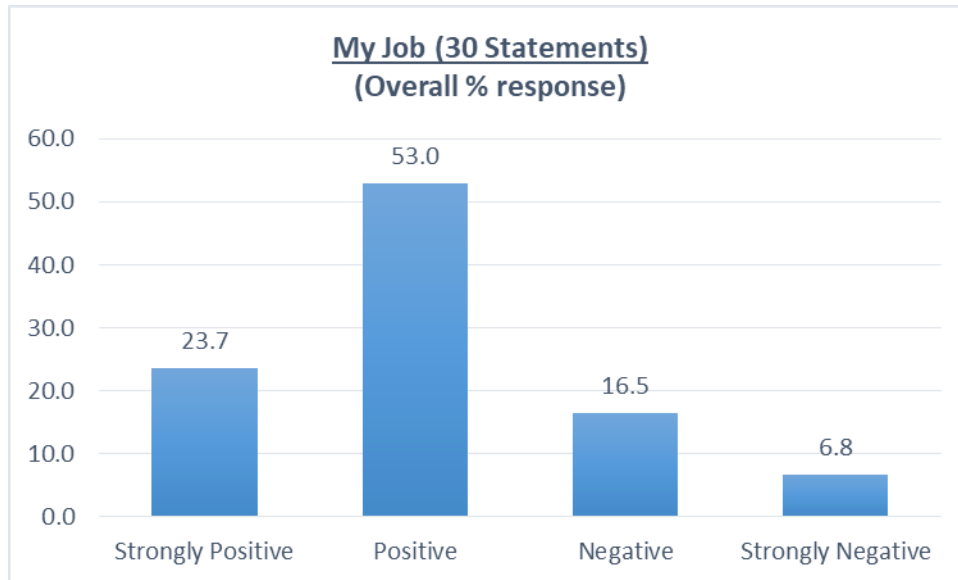
6.2   Most positive responses in the 'My Job' section related to:

- *'I have the skills and knowledge needed to do my job safely'* (98.4% Agree : Mean Score 1.56)

- *'I understand the risks and precautions relating to my job'* (97.6% Agree : Mean Score 1.78)

- *'I have the skills and knowledge to enable the Council to respond to new and changing demands'* (94.9% Agree : Mean Score 1.71)

- '*I notify my manager of problems promptly and can suggest solutions for consideration'* (94.3% Agree : Mean Score 1.72)

- *'I am subject to bullying or harassment at work'* (N) (5.8% Agree : Mean Score 1.53 – reverse score)

- *'It is clear what is expected of me at work'* (92.9% Agree : Mean Score 1.70)

- *'I understand how my role contributes to the Council's objectives'* (91.9% Agree : Mean Score 1.79)

- *'I understand my manager's pressures and priorities'* (91.7% Agree : Mean Score 1.74)

- *'Adequate provisions are always put in place to manage the risks associated with the tasks I undertake'* (90.6% Agree : Mean Score 1.94).
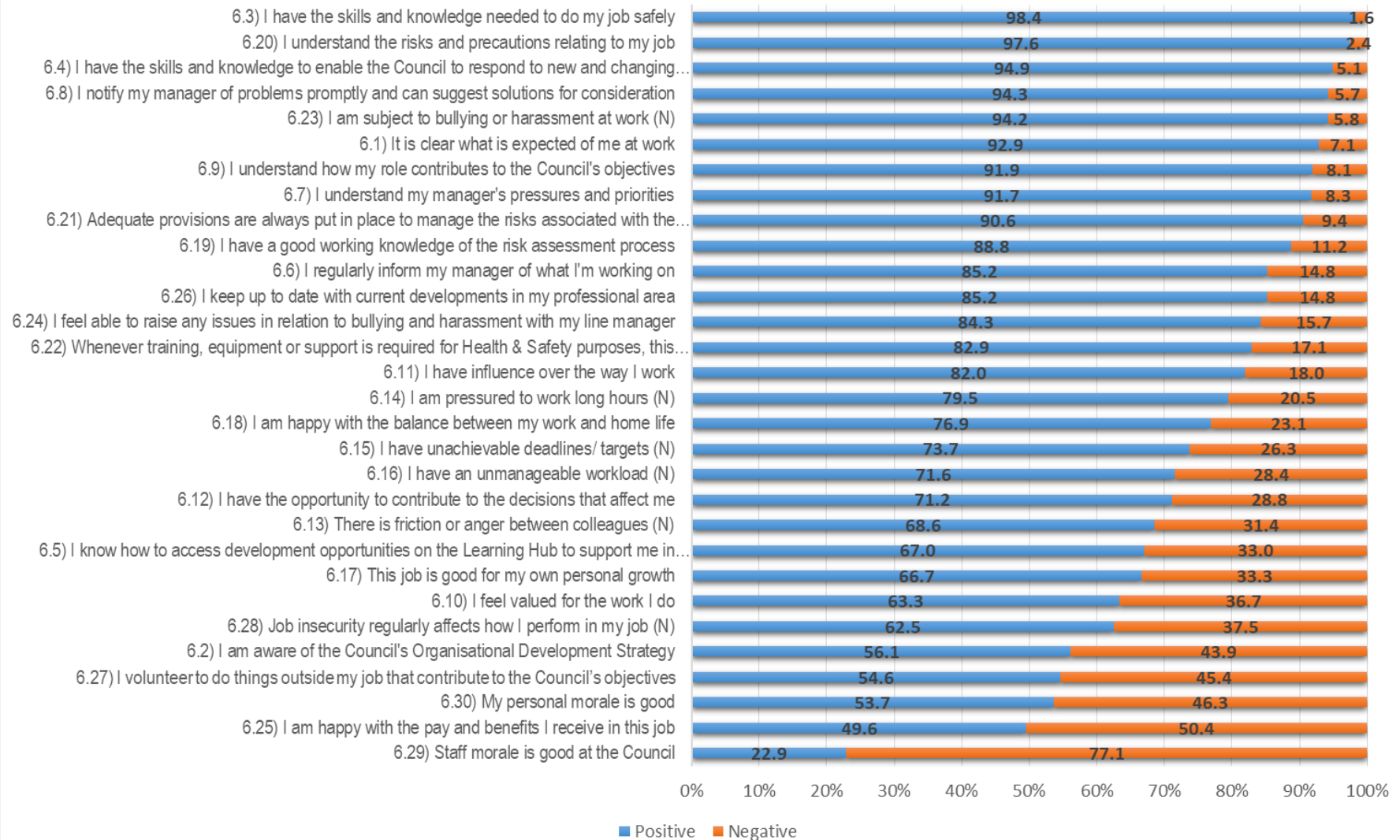
6.3 Least positive responses were:

- *'Staff morale is good at the Council'* (22.9% Agree : Mean Score 3.17)
- *'I am happy with the pay and benefits I receive in this job'* (49.6% Agree : Mean Score 2.65)
- *'My personal morale is good'* (53.7% Agree : Mean Score 2.54)
- *'I volunteer to do things outside my job that contribute to the Council's objectives'* (54.6% Agree : Mean Score 2.42)
- *'I am aware of the Council's Organisational Development Strategy'* (56.1% Agree : Mean Score 2.39)
- *'Job insecurity regularly affects how I perform in my job* (N)' (62.5% Agree : Mean Score 2.31 – score reversed)
- *'I feel valued for the work I do'* (63.3% Agree : Mean Score 2.34)
- *'This job is good for my own personal growth'* (66.7% Agree : Mean Score 2.29).
- *'I know how to access development opportunities on the Learning Hub to support me in my role'* (67.0% Agree : Mean Score 2.26)
- *'There is friction or anger between colleagues* (N)' (31.4% Agree : Mean Score 2.12 – score reversed).

(See chart overleaf.)

6.4 Compared to the Shared Services Staff Survey, agreement levels with the various statements were generally lower; the largest statistically significant differences being as follows: *'I am happy with the pay and benefits I receive in this job'* (49.6% Agree, compared to 74.3% for Shared Services); *'I am aware of the Council's Organisational Development Strategy'* (56.1% Agree, compared to 76.9%); *'My personal morale is good'* (53.7% Agree, compared to 71.6%); *'I have the opportunity to contribute to the decisions that affect me'* (71.2% Agree, compared to 89.1%); *'I know how to access development opportunities on the Learning Hub to support me in my role'* (67.0% Agree, compared to 82.7%); *'Staff morale is good at the Council'* (22.9% Agree, compared to 36.4%); *'Job insecurity regularly affects how I perform in my job (N)'* (62.5% Disagree, compared to 75.7%); *'I regularly inform my manager of what I'm working on'* (85.2% Agree, compared to 96.5%); and *'I have influence over the way I work'* (82.0% Agree, compared to 91.1%).

6.5 Note that the statement *'Staff morale is good at the Council'* was the 2nd most negatively rated statement in the survey in terms of its Mean Score of '3.17'.

My Job (Q6.1-6.30) (Sorted by % positive response)

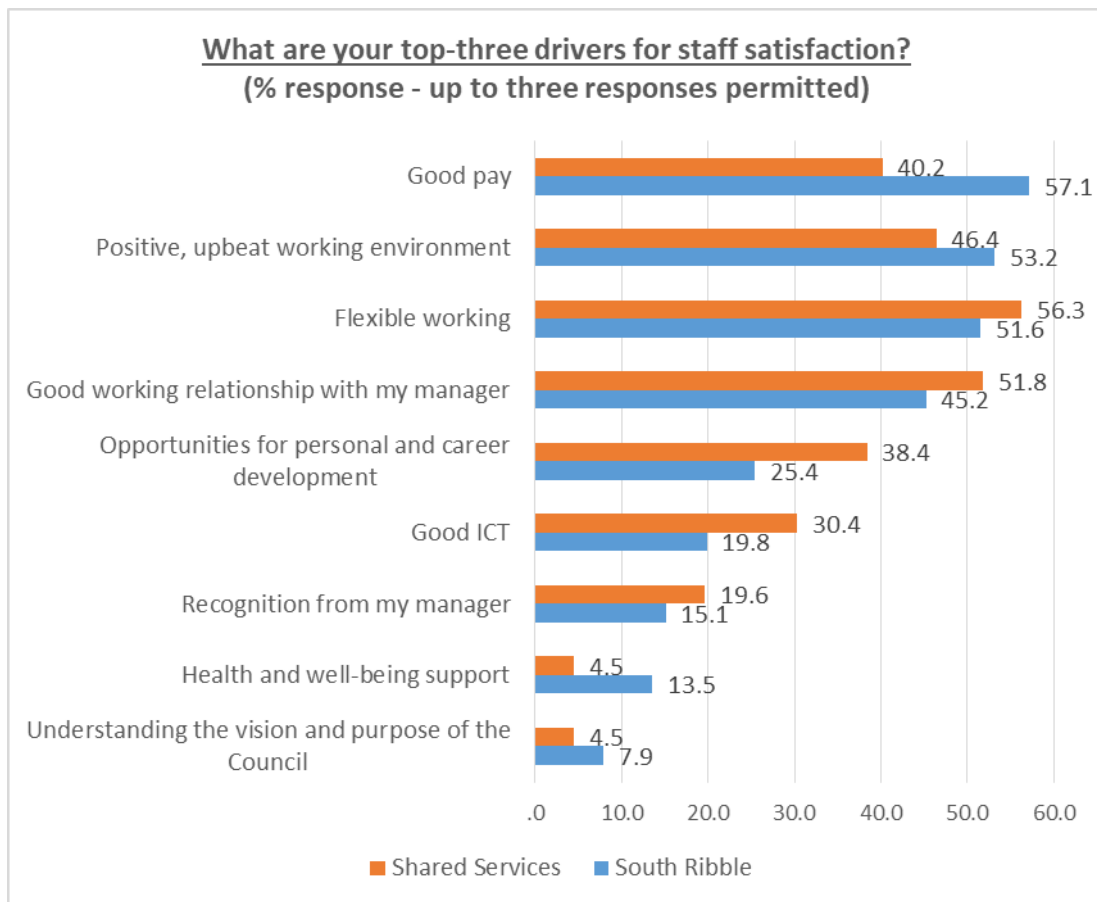| Question	Positive	Negative
6.3) I have the skills and knowledge needed to do my job safely	98.4	1.6
6.20) I understand the risks and precautions relating to my job	97.6	2.4
6.4) I have the skills and knowledge to enable the Council to respond to new and changing…	94.9	5.1
6.8) I notify my manager of problems promptly and can suggest solutions for consideration	94.3	5.7
6.23) I am subject to bullying or harassment at work (N)	94.2	5.8
6.1) It is clear what is expected of me at work	92.9	7.1
6.9) I understand how my role contributes to the Council's objectives	91.9	8.1
6.7) I understand my manager's pressures and priorities	91.7	8.3
6.21) Adequate provisions are always put in place to manage the risks associated with the…	90.6	9.4
6.19) I have a good working knowledge of the risk assessment process	88.8	11.2
6.6) I regularly inform my manager of what I'm working on	85.2	14.8
6.26) I keep up to date with current developments in my professional area	85.2	14.8
6.24) I feel able to raise any issues in relation to bullying and harassment with my line manager	84.3	15.7
6.22) Whenever training, equipment or support is required for Health & Safety purposes, this…	82.9	17.1
6.11) I have influence over the way I work	82.0	18.0
6.14) I am pressured to work long hours (N)	79.5	20.5
6.18) I am happy with the balance between my work and home life	76.9	23.1
6.15) I have unachievable deadlines/ targets (N)	73.7	26.3
6.16) I have an unmanageable workload (N)	71.6	28.4
6.12) I have the opportunity to contribute to the decisions that affect me	71.2	28.8
6.13) There is friction or anger between colleagues (N)	68.6	31.4
6.5) I know how to access development opportunities on the Learning Hub to support me in…	67.0	33.0
6.17) This job is good for my own personal growth	66.7	33.3
6.10) I feel valued for the work I do	63.3	36.7
6.28) Job insecurity regularly affects how I perform in my job (N)	62.5	37.5
6.2) I am aware of the Council's Organisational Development Strategy	56.1	43.9
6.27) I volunteer to do things outside my job that contribute to the Council's objectives	54.6	45.4
6.30) My personal morale is good	53.7	46.3
6.25) I am happy with the pay and benefits I receive in this job	49.6	50.4
6.29) Staff morale is good at the Council	22.9	77.1

■ Positive ■ Negative

6.6   When asked in an open-ended question for their suggestions as to how staff morale can be improved at the Council, over half (52.7%) of all respondents (69 people) made comments and there were strong opinions expressed in relation to organisational change – these are listed verbatim at Appendix 4. The principal issue raised related to improving 'top-down' communications and consultation to do with organisational change/ restructuring. Staff were uncertain about the future of the Council and their job security, and there were calls for more 'appreciation/ recognition' of staff, and fairer pay and reward.

6.7   Respondents were then asked to state their top-three 'drivers for staff satisfaction' – this was a multiple-response question with up to three responses only permitted. There were four principal responses, each selected by around half or more of respondents: 'good pay' (57.1%), 'positive, upbeat working environment' (53.2%), and 'flexible working' (51.6%), followed by 'good working relationship with my manager' (45.2%). (See chart overleaf.)

6.8   Smaller minorities of respondents said that their top-three drivers for staff satisfaction included 'opportunities for personal and career development' (25.4%), 'good ICT' (19.8%), 'recognition from my manager' (15.1%), 'health and wellbeing support' (13.5%), and 'understanding the vision and purpose of the Council' (7.9%), whilst 4.8% mentioned some 'other' driver of satisfaction.

6.32) What are your top-three drivers for staff satisfaction?
(% response - up to three responses permitted)

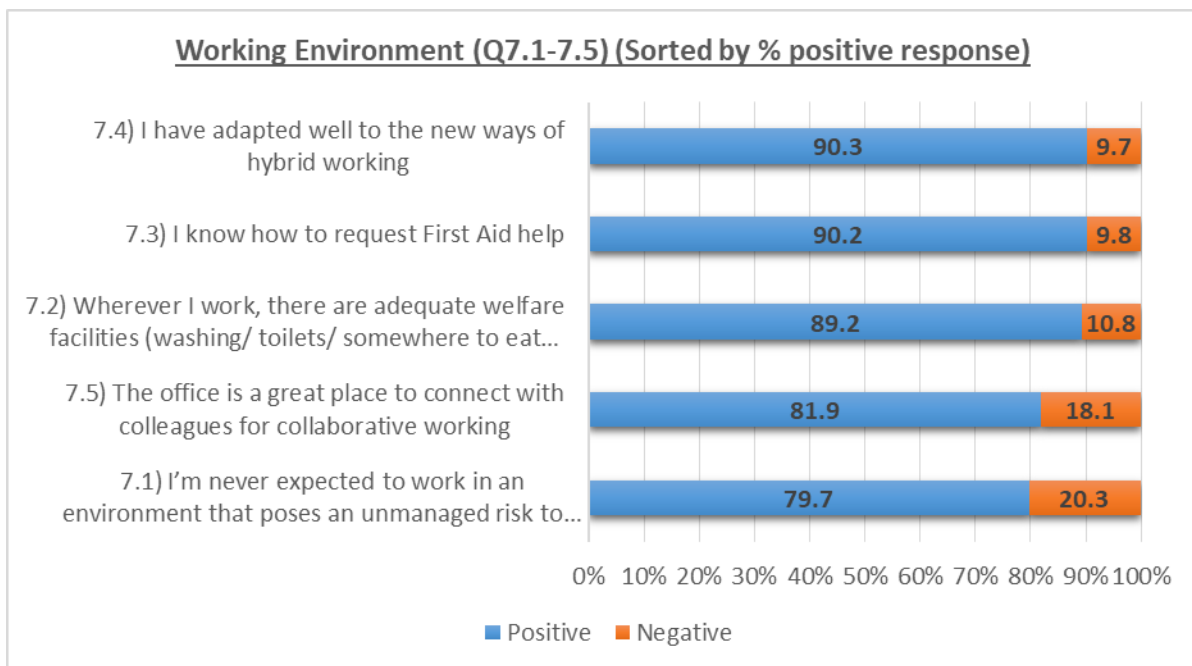| Driver	%
Good pay	57.1
Positive, upbeat working environment	53.2
Flexible working	51.6
Good working relationship with my manager	45.2
Opportunities for personal and career development	25.4
Good ICT	19.8
Recognition from my manager	15.1
Health and well-being support	13.5
Understanding the vision and purpose of the Council	7.9
Other	4.8
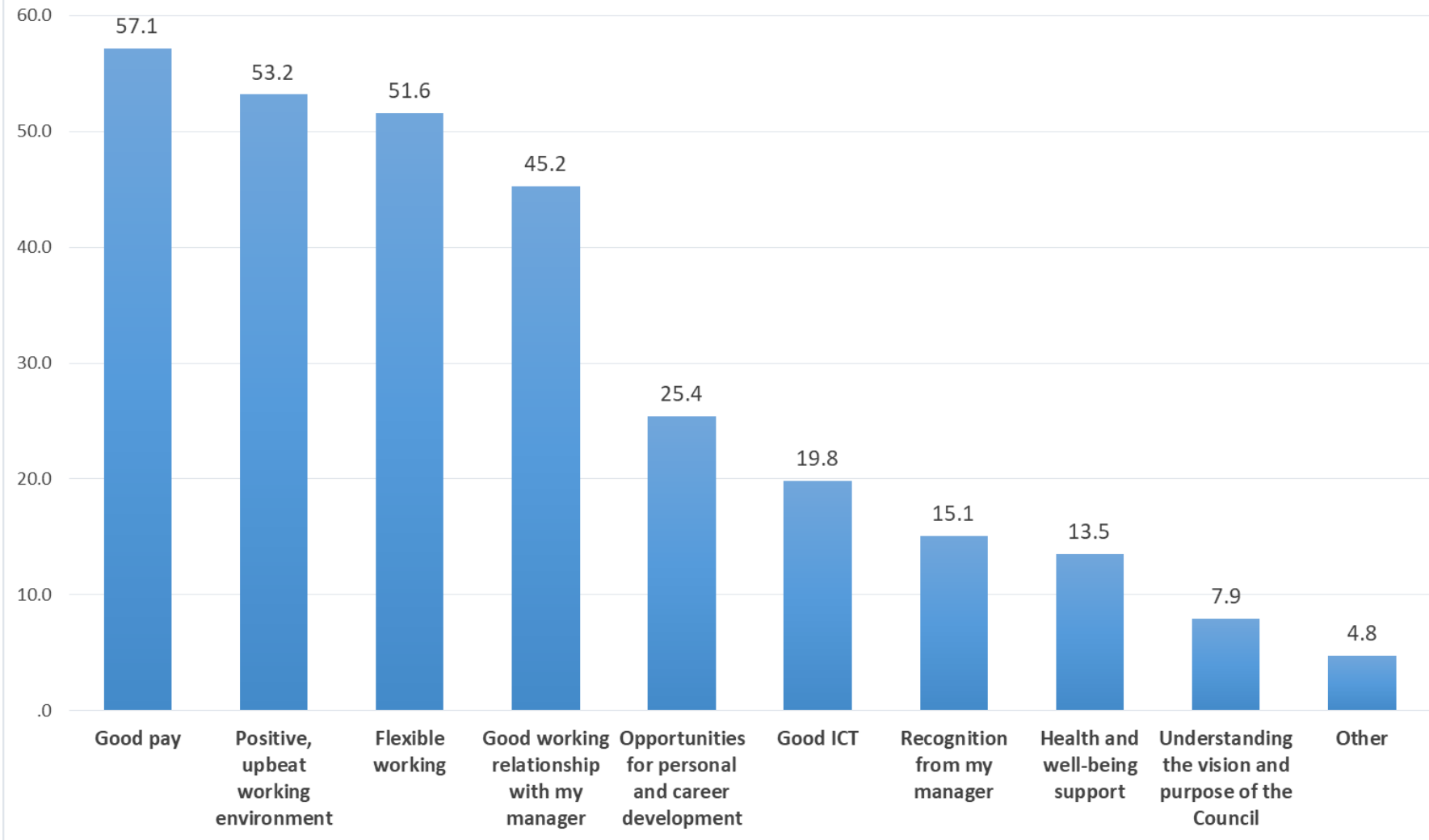
6.9   Shared Services staff gave the same top four responses, but in a different order: 'good pay' was fourth most-mentioned (40.2% compared to 57.1% for South Ribble staff), whilst the top-three responses were 'flexible working' (56.3%), 'good working relationship with my manager' (51.8%), and 'positive, upbeat working environment' (46.4%). Also note that 'opportunities for personal and career development' was significantly more likely to be mentioned as a driver for staff satisfaction in Shared Services: 38.4% compared to 25.4% for South Ribble staff.

What are your top-three drivers for staff satisfaction?
(% response - up to three responses permitted)

Driver	Shared Services	South Ribble
Good pay	40.2	57.1
Positive, upbeat working environment	46.4	53.2
Flexible working	56.3	51.6
Good working relationship with my manager	51.8	45.2
Opportunities for personal and career development	38.4	25.4
Good ICT	30.4	19.8
Recognition from my manager	19.6	15.1
Health and well-being support	4.5	13.5
Understanding the vision and purpose of the Council	4.5	7.9

■ Shared Services   ■ South Ribble

7. MY WORKING ENVIRONMENT

7.1   Five statements on the questionnaire – including two new statements relating to 'hybrid working' arrangements as a result of the Coronavirus pandemic – were directed at respondents' 'working environment'. The great majority of respondents agreed with the statements *'I have adapted well to the new ways of hybrid working'* (90.3% Agree : Mean Score 1.71); *'I know how to request First Aid help'* (90.2% Agree : Mean Score 1.81); and *'Wherever I work, there are adequate welfare facilities (washing/ toilets/ somewhere to eat and drink)'* (89.2% Agree : Mean Score 1.84); whilst four-fifths agreed that *'The office is a great place to connect with colleagues for collaborative working'* (81.9% Agree : Mean Score 1.95); and *'I'm never expected to work in an environment that poses an unmanaged risk to my health, safety or wellbeing'* (79.7% Agree : Mean Score 1.91). ('No opinion/ don't know' responses excluded from the analysis.)

7.2   Results for the Shared Services Staff Survey were similar; except that South Ribble Council staff were significantly more likely to agree with the statement that *'I know how to request First Aid help'* (90.2% Agree, compared to 79.0% for Shared Services).

Working Environment (Q7.1-7.5) (Sorted by % positive response)

| Statement	Positive	Negative
7.4) I have adapted well to the new ways of hybrid working	90.3	9.7
7.3) I know how to request First Aid help	90.2	9.8
7.2) Wherever I work, there are adequate welfare facilities (washing/ toilets/ somewhere to eat…	89.2	10.8
7.5) The office is a great place to connect with colleagues for collaborative working	81.9	18.1
7.1) I'm never expected to work in an environment that poses an unmanaged risk to…	79.7	20.3

8. ICT

8.1   Three statements on the questionnaire (Q8.1-8.3) related to 'ICT' – these statements were new for the current survey. Over half of staff members agreed with the statements that *'I know how to access different systems across the Council to complete tasks'* (57.6% Agree : Mean Score 2.55), and *'I have received training and support to use ICT systems effectively'* (51.3% Agree : Mean Score 2.65); whilst just under half agreed that *'I feel that I have the right ICT technology and equipment to do my job'* (48.0% Agree : Mean Score 2.67). Note that for each of these statements the Mean Score was above the average score of '2.50', and so represents generally negative responses.

ICT (Q8.1-8.3) (Sorted by % positive response)

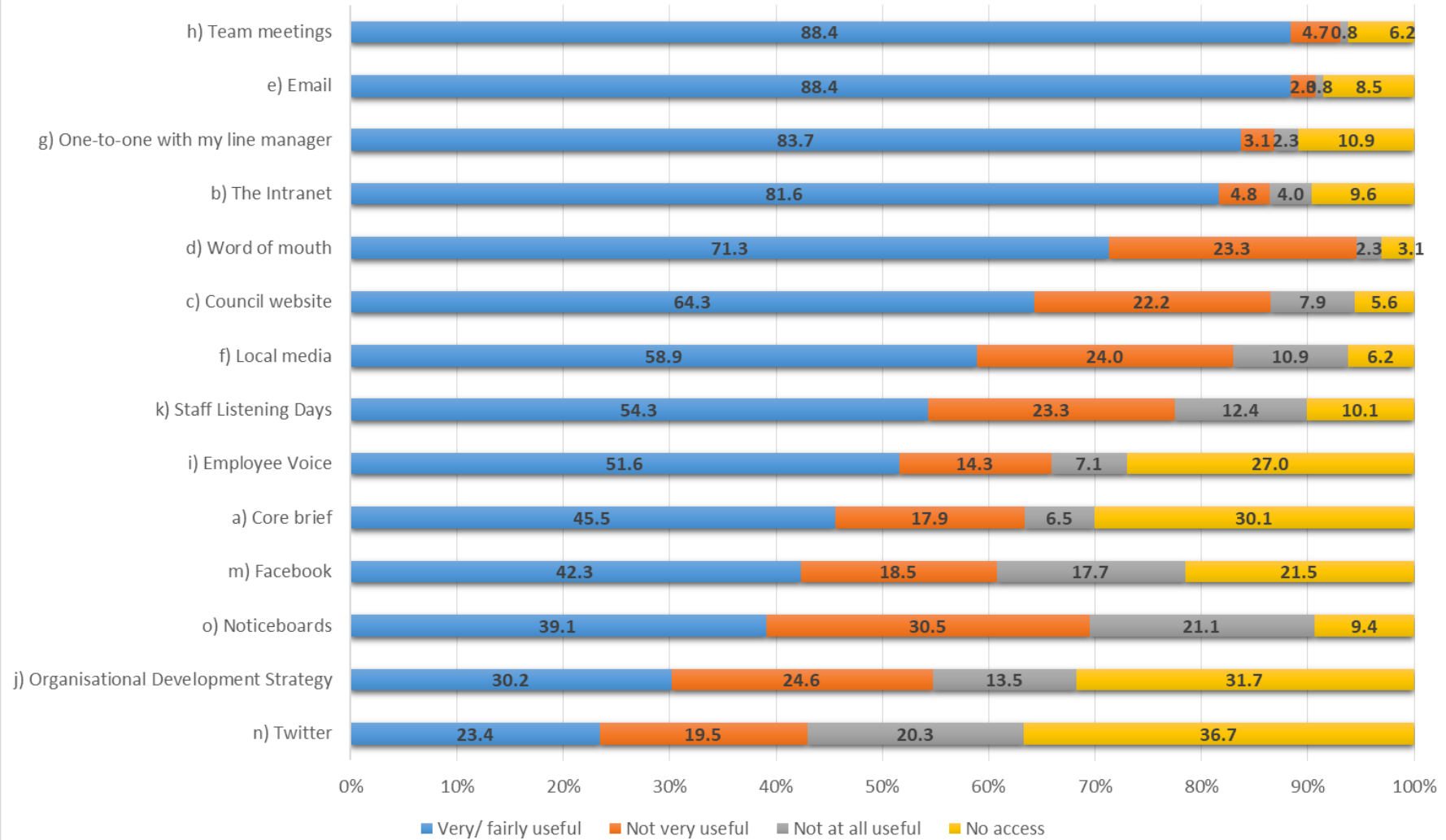| Statement	Positive	Negative
8.3) I know how to access different systems across the Council to complete tasks	57.6	42.4
8.2) I have received training and support to use ICT systems effectively	51.3	48.7
8.1) I feel that I have the right ICT technology and equipment to do my job	48.0	52.0

■ Positive ■ Negative
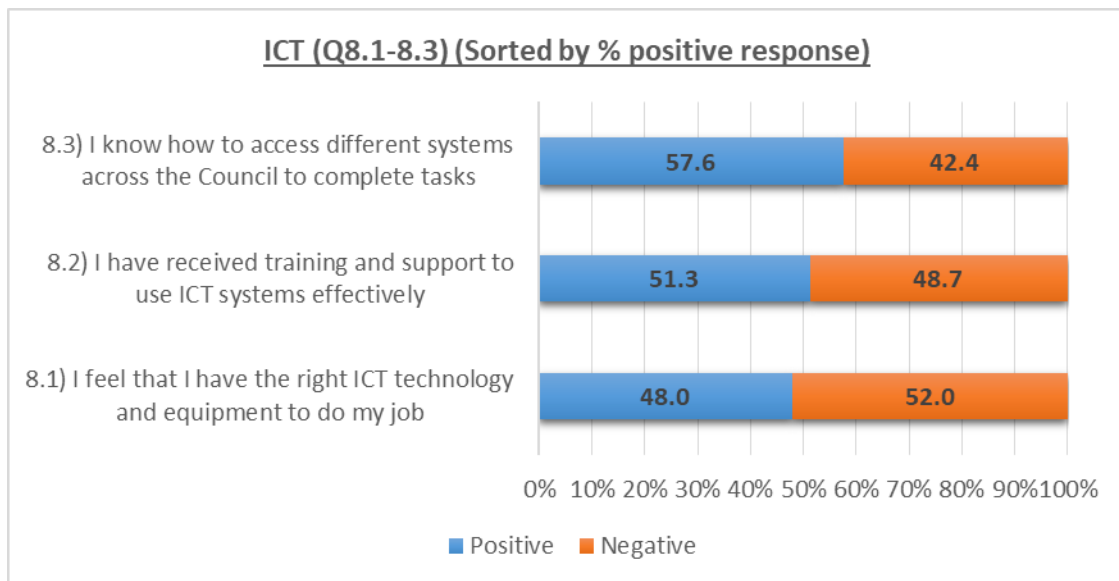
9. COMMUNICATIONS

9.1 Four statements on the questionnaire (Q9.1-9.4) were to do with 'communications'. Over three-quarters of respondents (78.3%) 'agreed' with the statement that *'Sometimes there are problems for my team because other teams do not inform us of their decisions and actions (N)'*, and 21.7% 'disagreed' (Mean Score 2.98 [reversed]); making this one of the most negatively rated statements on the questionnaire, (5th most negatively rated in terms of its Mean Score).

9.2 In respect of the three remaining statements, over three-quarters of respondents agreed that *'If I have news to share with colleagues or the public, I know how to go about this'* (78.3% Agree : Mean Score 2.09); whilst two-fifths agreed that *'The Council ensures important messages are communicated regularly and effectively'* (39.5% Agree : Mean Score 2.76), and only just over a quarter agreed that *'I feel that there is good two-way communication between different Directorates'* (26.0% Agree : Mean Score 2.90). Note that this latter statement was also one of the most negatively rated in the survey, being ranked 10th lowest in terms of its Mean Score of '2.90'.
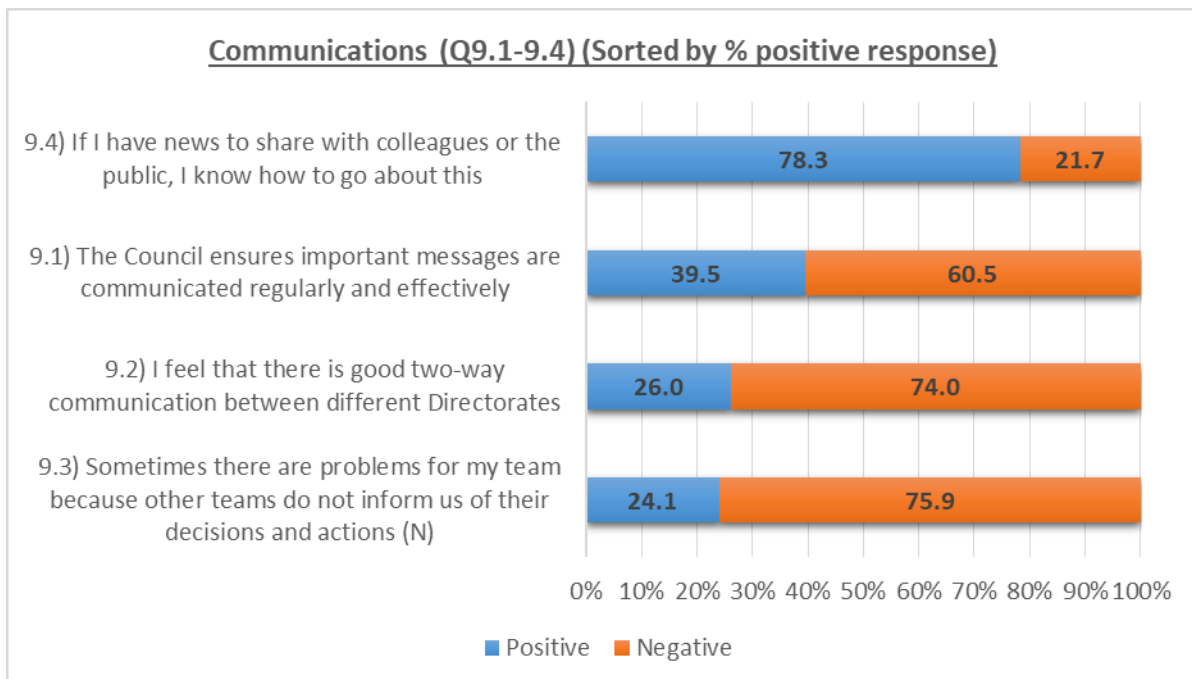
9.3 Compared to the Shared Services Staff Survey, South Ribble Council staff were much less likely to agree with the statements that *'I feel that there is good two-way communication between different Directorates'* (26.0% Agree, compared to 60.9% for Shared Services), and *'The Council ensures important messages are communicated regularly and effectively'* (39.5% Agree, compared to 70.8%).

9.4 Respondents were asked to rate 14 different communication methods in terms of how useful they are for 'keeping up-to-date with what is happening at the Council'. All but five of the listed methods were rated as being 'very useful' or 'fairly useful' by over half of all respondents: the exceptions being 'Twitter' (23.4% 'very/ fairly useful'), 'Organisational Development Strategy' (30.2%), 'Noticeboards' (39.1%), 'Facebook' (42.3%), and 'Core Brief' (45.5%).

9.5 The most highly rated means of communication were 'team meetings' (88.4% 'very/ fairly useful'), 'email' (88.4%), 'one-to-one with my line manager' (83.7%), and 'the Intranet' (81.6%); whilst the majority of respondents also rated 'word of mouth' (71.3%), 'the Council website' (64.3%), 'Local media' (58.9%), 'Staff Listening Days' (54.3%), and 'Employee Voice' (51.6%) as being very or fairly useful. (See chart overleaf).

9.6 South Ribble Council staff were generally less likely than those in Shared Services to say that any of the listed communication methods were 'very/ fairly useful', with the differences being substantial in respect of 'Core Brief' (45.5% compared to 83.9% for Shared Services), 'Staff Listening Days' (54.3% compared to 85.0%), 'Twitter' (23.4% compared to 45.5%), and 'Organisational Development Strategy' (30.2% compared to 47.3%).

9.7 'Noticeboards' (51.6% 'not very/ not at all useful'), 'Twitter' (39.8%), and 'Organisational Development Strategy' (38.1%) were the communication methods which most respondents rated as being 'not very useful' or 'not at all useful'; and furthermore over a third said that 'Facebook' (36.2%), 'Staff Listening Days' (35.7%), and 'Local Media' (34.9%) were 'not very/ not at all useful'. Also note that around a third of respondents indicated that they have 'no access' to 'Twitter' (36.7%), the 'Organisational Development Strategy' (31.7%), and the 'Core Brief' (30.1%), whilst 27.0% have no access to 'Employee Voice', and 21.5% have no access to 'Facebook'.

9.8 When asked in an open-ended question to say if there are any improvements they would like to see made to communications within the Council, 19.1% of all respondents (25 people) offered comments (listed verbatim at Appendix 4). Comments were diverse, but three themes of response were that however information is disseminated it needs to be done in a more timely manner; needs to be more accessible – there being two comments that staff should be provided with internet-enabled devices so that they can use more of the communication channels; and there needs to be more consultation and engagement between management and staff.

Communication Methods
(% response - sorted by 'very/ fairly useful' response %)

Method	Very/ fairly useful	Not very useful	Not at all useful	No access
h) Team meetings	88.4	4.7	0.8	6.2
e) Email	88.4	2.0	0.8	8.5
g) One-to-one with my line manager	83.7	3.1	2.3	10.9
b) The Intranet	81.6	4.8	4.0	9.6
d) Word of mouth	71.3	23.3	2.3	3.1
c) Council website	64.3	22.2	7.9	5.6
f) Local media	58.9	24.0	10.9	6.2
k) Staff Listening Days	54.3	23.3	12.4	10.1
i) Employee Voice	51.6	14.3	7.1	27.0
a) Core brief	45.5	17.9	6.5	30.1
m) Facebook	42.3	18.5	17.7	21.5
o) Noticeboards	39.1	30.5	21.1	9.4
j) Organisational Development Strategy	30.2	24.6	13.5	31.7
n) Twitter	23.4	19.5	20.3	36.7

■ Very/ fairly useful   ■ Not very useful   ■ Not at all useful   ■ No access

10. Green Agenda

10.1 Two statements on the questionnaire related to the 'Green Agenda' – the first of which was new for the current survey. The large majority of staff members agreed with both of the statements: *'I am aware of the Council's commitment to the green agenda and carbon-neutral target'* (83.5% Agree : Mean Score 1.96); and *'I know how I can support the Council's green agenda and help to protect the environment'* (75.5% Agree : Mean Score 2.07) – although a quarter (24.5%) disagreed with this latter statement.
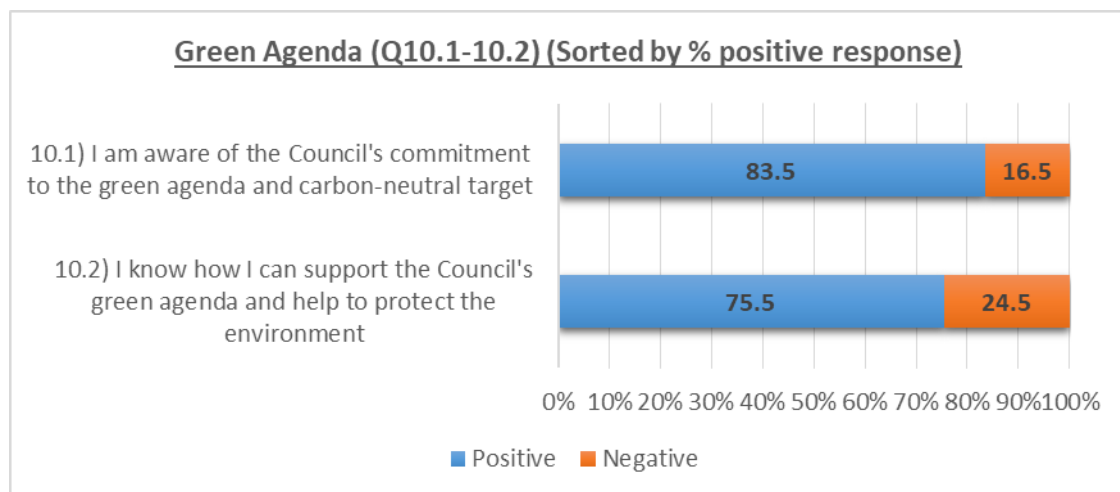
10.2 Respondents were asked an open question *'What incentives could be put in place to encourage staff to be greener?'* – a quarter of all respondents (26.0%; 34 people) commented here and these are listed in full at Appendix 4. Suggestions included incentivising 'greener'/ more sustainable means of travel (such as electric cars), and encouraging cycling or walking to work, improving recycling facilities in Council offices, and 'more hybrid/ home working'.

11. OTHER COMMENTS

11.1 Finally, respondents were asked *'If we could do one thing to improve how you feel at work, what would it be?'* Over two-fifths (42.0%) of all respondents made comments and, as for the other open questions, these are listed verbatim at Appendix 4. However, some of the main themes of response included comments on 'improved communication/ keeping staff informed' (particularly around the issue of organisational change), being more 'honest' and 'listening to staff', improvements to 'pay/ reward', addressing 'ICT/ technical issues', and 'appreciation/ recognition for work'.