

## Appendix 1



### EMPLOYEE SURVEY 2009

#### SUMMARY

The purpose of this paper is to summarise the key findings of the Employee Survey 2009 for Tees Active Limited. The report is to be presented to Stockton Borough Council Scrutiny Committee. Before reading the summary of the findings it is worth considering the backdrop to the survey. It was conducted at the most unsettled, disrupted period in the short history of Tees Active. Stockton Sports Centre had just closed and the staff redeployed. In addition, and most importantly, the timetable for the closedown of Billingham Forum had just been announced and at that point none of the staff at Billingham Forum was sure about where their future lay. This is probably reflected in the fact that the most negative or least positive comments throughout the survey overwhelmingly came from staff at Billingham Forum.

Given that background we are very heartened by the general response of the staff but also recognise that there are several areas that we could improve on are drafting an action plan with further staff involvement in order to strengthen those areas where the responses were weaker.

#### BACKGROUND

Tees Active Limited, (TAL), undertook a survey of staff in January/February 2009. The paper questionnaire was designed by TAL and distributed to all staff. The analysis of the questionnaires was undertaken by an independent research organization NWA.

The questionnaire was designed using the template from Stockton Borough Council's 2005 Employee Survey. This was to obtain some bench-marking information. In addition, the Company added some additional sections and questions to capture details on Management and supervision (Section 5) Health and Safety (Section 11), Job Satisfaction and awareness and uptake of Employee Benefits (Section 13).

#### RESPONSE RATE

In total 95 employees, a response rate of 42%, returned questionnaires. Casual employees were not included in the survey. SBC's response rate in 2005 was 30%.

## DEMOGRAPHIC PROFILE

Just over one third of all respondents were male, (35.8%), and 58.9% female, (5.3% not given). Hours of work full time, (45.3%), and part time work, (45.2%), with nearly one third of all staff saying that they have managerial or supervisory responsibility for staff, (32.6%). The large majority of staff, (77.9%), said that they had worked for TAL for in excess of two years.

In total 30.5% of respondents to the survey were aged less than 35 years, with 46.4% being between 35 and 54 years, and 7.4% being aged over 55 years. Only one person said that they considered themselves to have a disability, (1.1%), and three people said that they considered themselves to be from an ethnic minority, (3.2%).

## FINDINGS

This section of the report identifies the key replies and messages from each section of the survey.

The italic figures in brackets are the benchmark data from SBC's 2005 survey.

Overall the results of our first Employee Survey are positive.

In particular:

- 88.5% agreed the statement my venue/team is a good place to work (*SBC 75%*)
- 80% agreed with the statement "I enjoy working for TAL "(*SBC 77%*)
- 82.1% agreed that the work they do is important to TAL (*SBC 80%*)
- 71.5 % agreed that they feel a sense of pride working for TAL (*SBC 71%*)
- 61% agreed that TAL is more effective as an organisation now that it was two years ago. Only 5.3% disagreed. (*SBC 51%*)
  
- 61% agreed that the service is more effective than it was when it was managed by Stockton Borough Council. Only 5.3% disagreed.

### Section 3: Customer Care

The overall customer care section response rates a very positive concerning commitment to customer care and its improvement:

- 93.7% agreed that at TAL there is a strong commitment to customer service (*SBC 91%*)
- 80% agreed that management at TAL set a personal example of good customer service in their daily activities (*SBC 65%*).

The lowest agreement of 52.6 % related to there being sufficient emphasis on customer care training.

Suggestions for improving customer service from the open question section mainly focused around 'staff attitude' (7 out of 15 responses) and 'management issues' (4 out of 15 responses).

#### **Section 4: You and your job**

Overall very positive ratings were given about staff's understanding of their job and feeling valued.

- 94.8% agreed that they had a clear understanding of their job. (SBC 92%).
- 91.6% agreed that their job offers some opportunity to use initiative. (SBC 86%)
- 83.2% agreed that motivation and satisfaction at work is generally high. (SBC 81%)
- 83.1% of respondents agreed that they feel part of their team/venue. (SBC 88% team)
- 77.9% agreed that they felt valued by their team/venue. (SBC 73%).
- 69.4% agreed that they feel part of TAL. 9.5% disagreed. (SBC 65%).

There was a lower level of agreement to the statement 'I am confident about my future with TAL', 65.4% (SBC 48%). This may be reflective of the current external economic climate and also the pending temporary closure of the Forum.

The Company intends to use its Employee Development Interview (appraisal process) to undertake a full Company –wide skills and qualification audit, as nearly a quarter of respondents stated that they have skills the company could use but does not.

When asked who people say they worked for the responses were:

TAL	55.8% (SBC 73%)
Venue	34.7% (SBC Service/Service Grouping 14%)
Section/Team	6.3% (SBC 13%)

#### **Section 5: Your Venue/Team**

Awareness of service monitoring and input into service improvement are high:

- 76.9%, (SBC 89%) agreed that their team regularly monitors performance and quality.
- 74.8% (SBC 84%) agreed that their team discusses how they can improve what they do.

Understanding of team targets and involvement and consultation in service planning and changes all were rated at 60% +:

- 69.5% (SBC 84%) agreed that they were aware of the targets for their team although 15.8% disagreed (SBC 5%).
- 60% (SBC 62%) agreed that they are consulted adequately on the service planning for their venue/team.
- 65.3% agreed that they are consulted about how major changes are implemented in their venue/team. (SBC 61%).

## **Section 6: Management and Supervision**

Positive ratings were provided about management support and team working:

- 81.1% agreed that their manager encourages them to work as part of a team. 7.4% disagreed.
- 77.9% agreed that their manager makes sure that they are clear about what their job is. 5.3% disagreed.
- 83.1% agreed that their manager/supervisor could be counted upon to help with difficult tasks at work. 5.3% disagreed.
- 83.1% agreed that their manager/supervisor is supportive in a personal crisis.
- 68.4% agreed that their manager/supervisor gives them clear feedback on their work. 10.6% disagreed.

## **Section 7: Senior Management**

The five statements relating to TAL's SMT all have higher net ratings than the comparative SBC 2005 survey:

- 59% SMT ensures that important information is communicated to all staff (*SBC 53%*).
- 63.2% Have confidence in the way senior managers leading TAL (*SBC 46%*).
- 71.6% I have as much contact as I need with Senior Management (*SBC 64%*).
- 48.4% Senior Management are honest in communication with staff (*SBC 38%*).
- 40% Senior Management understand problems staff face in day-to-day work (*SBC 16 %*).

## **Section 8: Character of the Organisation**

Overall staff understand the service goals and priorities and feel there is open and honest communication within their venue/team. Positive ratings were also given about improvements in the effectiveness of the Company in the last two years and also since taking over management responsibility from SBC:

- 86.3% understand the priorities and goals of their venue/team (*SBC 86%*). Only 5.3% disagreed.
- 73.4% agreed that their venue/team has open and honest communications. 10.6% disagreed.
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## **Section 9: Communication and Involvement**

There is a net satisfaction of 60% with TAL's internal communications (*SBC 59%*). Over 75% agreed that the information received is relevant, well presented, understandable, and in a format that they can access (*SBC 75%*). The preferred source of communication is via a manager. For some staff there is an issue about the timeliness of communication. The main issues they would like to know more are: job, career and training, (71.6%); employee benefits, (65.3%); and TAL current plans, (61.1%).

## **Section 10: Training, Learning and Development**

Most of the responses in this section are positive and could be built on by the Company if it plans in the future to seek Investor in People accreditation:

- 74.8% agreed that they receive appropriate training to do their job. (*SBC 74%*.)
- 72.6%, that before they go on training they agree with their manager the purpose of that training. (*SBC 66%*).

The agreement for staff feeling that they had opportunities for progression was a lower response rate of 46.3% (*SBC 32%*). This may be due to the size and compact structure/hierarchy of the Company.

## **Section 11: Health and Safety**

Overall very positive responses were received in respect of health and safety issues with 89.5% agreeing that health and safety rules are carefully observed in their work place.

### **Violence and Aggression (section 11, part 2)**

25% of respondents (24 staff) indicated that they had experienced some form of violent or aggressive incident at work in the last 12 months. (*SBC 20%+*). However, only 54.2% of those who had been attacked said that they had reported the incident (*SBC 33%*).

Of those who had reported an incident, 84.6% said that the matter had been investigated to their satisfaction.

## **Section 12: Fairness at Work**

Awareness of Equality policies and overall responses were very positive. The second section indicated that 18 employees felt that they had been unfairly treated in the last 12 months, with the main reasons being level in the organisation, age and childcare responsibilities.

### Section 13: Job satisfaction and Benefits

<b>Job satisfaction ratings were:</b>	<b>Employee Benefit ratings were:</b>
➤ <b>54.8% delighted or happy.</b>	➤ <b>74.7% aware of benefits.</b>
➤ <b>26.3% satisfied.</b>	➤ <b>73.2% aware of Leisure Saver card.</b>
➤ <b>10.5% unhappy.</b>	➤ <b>26% have accessed lunchtime exercise sessions.</b>
➤ <b>4.2% dissatisfied.</b>	➤ <b>15.5% have used Back/Physio care.</b>

#### **Next Steps**

- Feedback to the Company's Management Board in March 2009.
- Short article produced for the in-house news magazine ("Inform ") to thank staff for participating and advise them that the results will be available shortly.
- Feedback to the Company's Operational Management Team.
- Feedback to all Staff.
- Agree Management Actions and specific Venue Actions.
- Use Employee Consultation Group as focus Group if we wish to explore any further issues.
- Make full and summary surveys and action plan(s) accessible to managers and staff.
- Review implications of any action plans against other Company policies, procedures and initiatives including Charter Mark, the Equality Standard, Induction and Employee Development Interview processes.
- Feedback Action Plan and Implement and Monitor.

#### **Recommendations**

The Scrutiny Committee are asked to note this report.