



Harborough District Council

Pay and Benefits Survey Report

September 2015

Introduction

Background and objectives

This report reflects the summary findings of the Harborough District Council (HDC) Pay and Benefits Survey undertaken in September 2015.

The survey was developed jointly by HDC and East Midlands Councils (EMC), with the principal aim of ensuring the authority has employee views on pay and benefits which will be integral to the decisions taken by members on the future approach the authority will take regarding pay and terms and conditions of working. The feedback from employees will be considered by the Member Employment Committee formed to undertake this review.

Respondents were invited to give their views on how they would like to be paid and the types of benefits they would prefer.

Methodology

The survey was distributed to HDC in electronic format to a secure online survey to be communicated to employees on 9th September 2015 with a deadline of 23rd September 2015 for replies. Our understanding is that facilities were provided by the authority for those employees who do not have IT access to complete the questionnaire on-line, therefore negating the need for hard copy questionnaires.

The survey was designed to ensure anonymity so that respondents would feel confident to answer honestly and provide further comments. Confidentiality was also a key concern for HDC and therefore staff were advised that EMC would be collating all survey responses and that no member of HDC would have access to the individual completed surveys.

Interpretation of the data

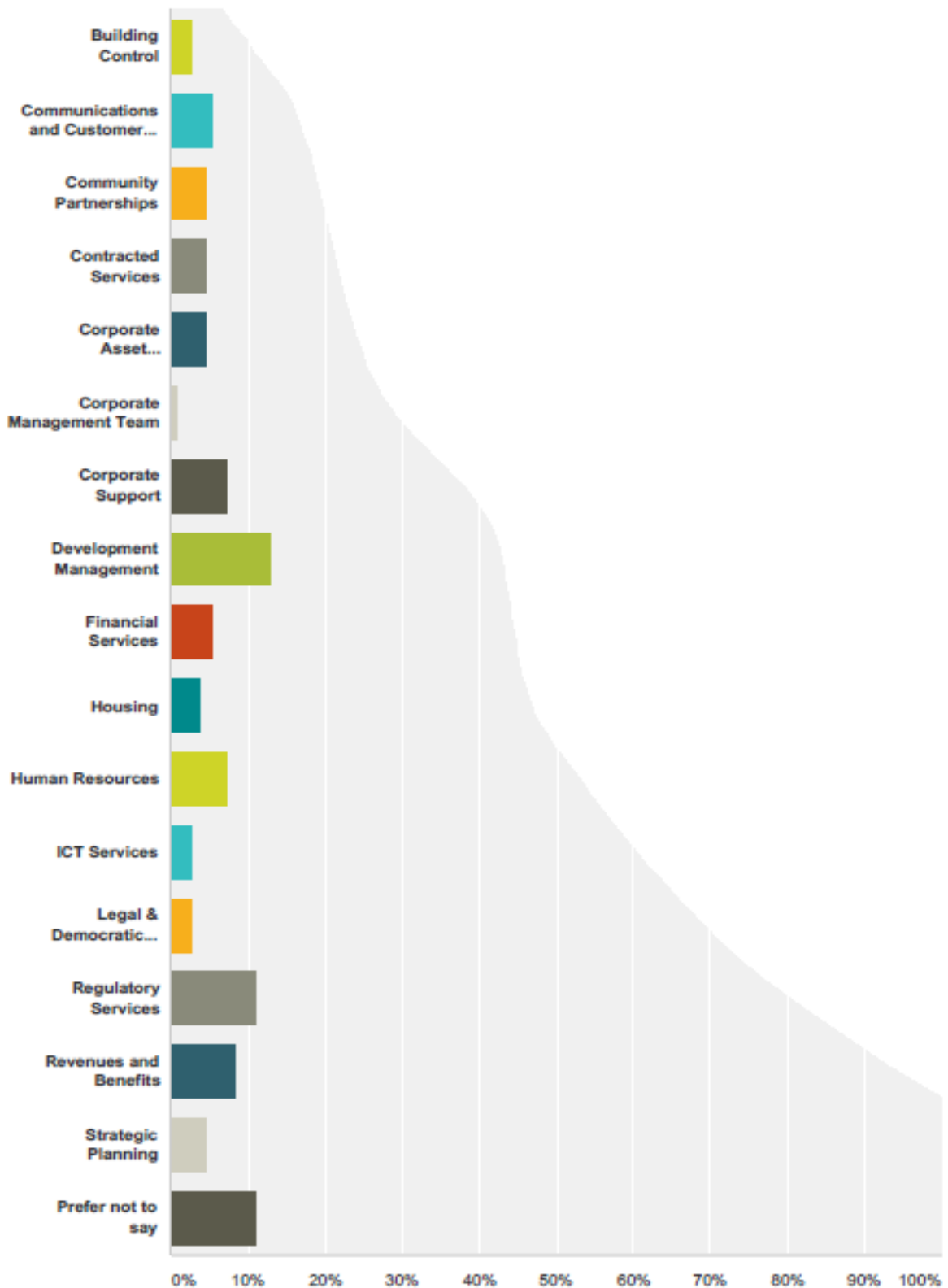
Of the 188 employees at HDC (headcount as at July 2015) 111 started the survey with 109 completing it within the deadline, giving a response rate of 58%. However it must be recognised that the views expressed are those of a proportion of the organisation rather than the staff in their totality and all figures, findings and conclusions drawn must be qualified by this statement.

Report Layout

This introduction is followed by an analysis of the findings in each of the 2 sections, followed by a summary of the additional comments. The original survey accompanies this report as a separate document.

Summary of Findings

Below are the departments/directorates identified by the respondents. The first chart below identifies the number of respondents as a percentage of the total response rate and the following table provides further information on the number of respondents from each department/directorate.

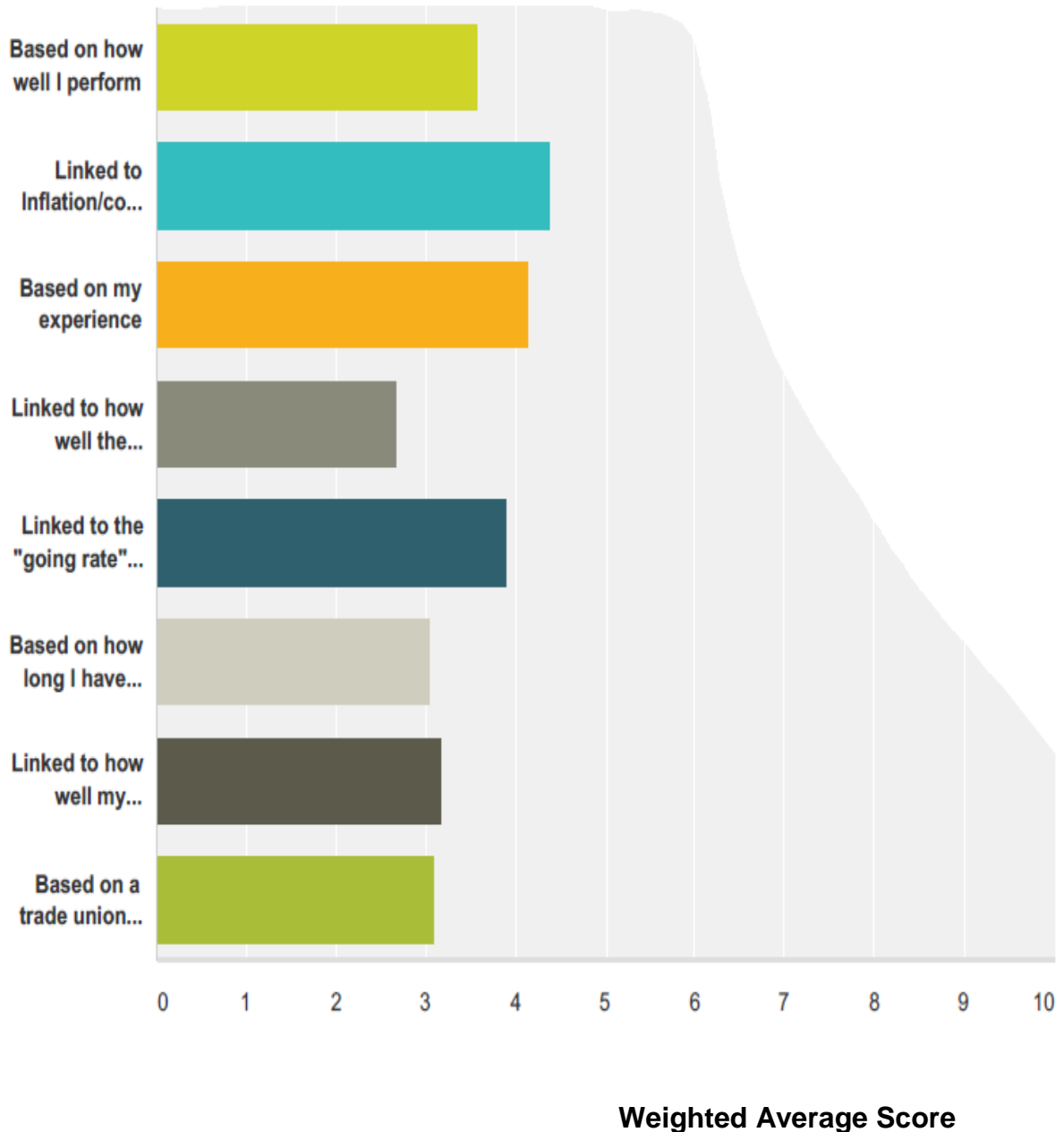


Department	Percentage Response Rate	No of Respondents
Building Control	2.75%	3
Communications & Customer Services	5.5%	6
Community Partnerships	4.59%	5
Contracted Services	4.59	5
Corporate Asset management	4.59	5
Corporate Management Team	.92	1
Corporate Support	7.34	8
Development Management	12.84	14
Financial Services	5.50	6
Housing	3.67	4
Human Resources	7.34	8
ICT Services	2.75	3
Legal & Democratic Services	2.75	3
Regulatory Services	11.01	12
Revenues and Benefits	8.26	9
Strategic Planning	4.59	5
Prefer not to say	11.01	12

Pay

In this section employees were asked to respond to a series of statements which related to the basis on which they would most like to be paid. They were asked to choose a rating for each statement that most accurately described their preference. The rating scale used was a 5 point scale from Highly Undesirable to Highly Desirable.

Below is the **weighted average scores** for the various criteria on which the question “I would like to be paid” was based:



The table below provides the underlying data which feeds into the chart on page 5.

	Highly Undesirable	Undesirable	Neither Desirable or Undesirable	Somewhat Desirable	Highly Desirable	Total	Weighted Average
Based on how well I perform	8.74% 9	10.68% 11	18.45% 19	39.81% 41	22.33% 23	103	3.56
Linked to Inflation/Cost of Living	1.94% 2	0.97% 1	6.8% 7	36.89% 38	53.40% 55	103	4.39
Based on my experience	0.00% 0	2.91% 3	21.36% 22	34.95% 36	40.78% 42	103	4.14
Linked to how well the council performs	14.56% 15	23.30% 24	45.63% 47	12.62% 13	3.88% 4	103	2.68
Linked to the “going rate” for the job I do	1.94% 2	5.83% 6	23.30% 24	37.86% 39	31.07% 32	103	3.90
Based on how long I have worked for the Council	6.80% 7	22.33% 23	39.81% 41	22.33% 23	8.74% 9	103	3.04
Linked to how well my team/department performs	10.68% 11	13.59% 14	33.98% 35	32.04% 33	9.71% 10	103	3.17
Based on a Trade Union negotiated pay deal	8.74% 9	12.62% 13	49.51% 51	19.42% 20	9.71% 10	103	3.09

Based on the **weighted average** score above, being paid “linked to inflation/cost of living” is the highest score with 93 respondents rating this either somewhat desirable or highly desirable. The next most popular choice was being paid “based on experience” with 78 respondents rating this either somewhat desirable or highly desirable. The third highest score related to being paid “linked to the going rate for the job I do” with 71 respondents rating this either somewhat desirable or highly desirable. In fourth place, 64 respondents rated “based on how well I perform” as either somewhat or highly desirable.

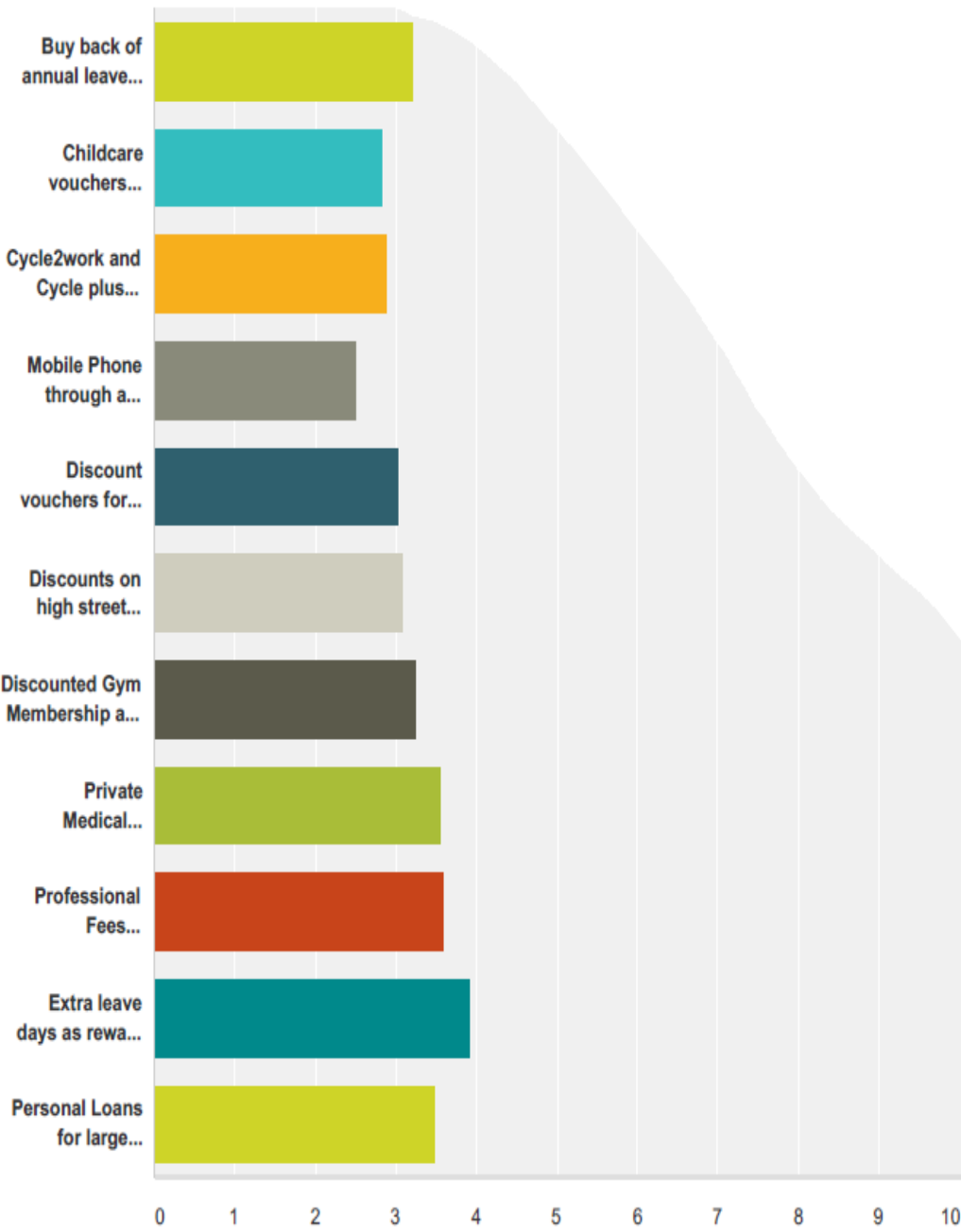
At the other end of the scale the lowest **weighted average** score was being paid “in relation to how well the Council performs” with only 17 respondents rating this either somewhat desirable or highly desirable and 39 respondents rating this either highly undesirable or desirable. The next least favourable way in which the respondents would like to be paid is “based on how long I have worked for the Council”. 30 respondents

rated this either highly undesirable or desirable and 32 respondents rated this as either somewhat desirable or highly desirable. Out of the 8 criteria to select, respondents rated being paid “linked to how well my department/team performs” as 5th overall with 43 rating this either somewhat or highly desirable and 25 rating this highly undesirable or undesirable. Finally, being paid “based on a trade union negotiated pay deal” was rated 6th place overall with 30 respondents rating this somewhat or highly desirable and 22 respondents rating this highly undesirable or desirable.

Benefits

In this section employees were asked to respond to a series of statements about different types of benefits that they think could be used to motivate them. They were asked to choose a rating for each statement that most accurately described their preference. The rating scale used was a 5 point scale from Highly Undesirable to Highly Desirable.

Below is the weighted average scores for the various criteria on which the question "What types of benefits would you prefer?" was based:



Weighted Average Score

The table below provides the underlying data which feeds into the chart on Page 8.

	Highly Undesirable	Undesirable	Neither Desirable or Undesirable	Somewhat Desirable	Highly Desirable	Total	Weighted Average
Buy Back of Annual Leave*	7.84% 8	13.73% 14	34.31% 35	37.25% 38	6.86% 7	102	3.22
Childcare vouchers*	22.55% 23	17.65% 18	30.39% 31	11.76% 12	17.65% 18	102	2.84
Cycle2work and Cycle Plus*	18.63% 19	16.67% 17	35.29% 36	15.69% 16	13.73% 14	102	2.89
Mobile Phone*	21.57% 22	23.53% 24	43.14% 44	5.88% 6	5.88% 6	102	2.51
Discount Vouchers Local shops, cinema, restaurants	16.67% 17	15.69% 16	29.41% 30	24.51% 25	13.73% 14	102	3.03
Discounts on high street vouchers	15.69% 16	14.71% 15	27.45% 28	30.39% 31	11.76% 12	102	3.08
Discounted Gym Membership	11.76% 12	11.76% 12	35.29% 36	22.55% 23	18.63% 19	102	3.25
Private Medical Insurance	8.82% 9	7.84% 8	25.49% 26	36.27% 37	21.57% 22	102	3.54
Professional Fees Reimbursement	9.80% 10	3.92% 4	34.31% 35	20.59% 21	37.25% 38	102	3.60
Extra days leave as performance reward	3.92% 4	7.84% 8	16.67% 17	34.31% 35	37.25% 38	102	3.93
Personal Loans for large purchases	5.88% 6	8.82% 9	36.27% 37	29.41% 30	19.61% 20	102	3.48

*Via a Salary Sacrifice Scheme

Based on the **weighted average score** from the data table on page 9, the top five benefits rated **most** highly were as follows:

- Number 1 “extra leave days as reward for performance” with 73 respondents rating this somewhat or highly desirable.
- Number 2 “professional fees reimbursement” with 53 respondents rating this somewhat or highly desirable
- Number 3 “Private Medical Insurance” with 59 respondents rating this somewhat or highly desirable
- Number 4 “Personal Loans for large purchases” with 50 respondents rating this somewhat or highly desirable
- Number 5 “Discounted Gym Membership at a local leisure centre (higher discount than currently offered by other local employers) with 42 respondents rating this somewhat or highly desirable

From the information taken from the weighted average score above the six **least** popular benefits were as follows:

- Number 11 “Mobile phone through a salary sacrifice scheme” with 46 respondents rating this as highly undesirable or undesirable.
- Number 10 “Childcare vouchers through a salary sacrifice scheme” with 41 respondents rating this as highly undesirable or undesirable
- Number 9 “Cycle2work and Cycle plus through a salary sacrifice scheme” with 36 respondents rating this as highly undesirable or undesirable.
- Number 8 “Discount vouchers for local shops, cinemas and/or restaurants” with 33 respondents rating this as highly undesirable or desirable
- Number 7 “Discounts on high street vouchers” with 31 respondents rating this as highly undesirable or desirable.
- Number 6 “Buy Back of annual leave through a salary sacrifice scheme” with 22 respondents rating this as highly undesirable or desirable.

Respondents were also asked to identify any other type of benefits they would prefer and the following was identified:

Childcare vouchers were requested by 2 individuals with one person citing it would save themselves and many of their staff nearly £1,000 per year for very small costs to the council outweighed by reduced NI payments.

Being able to park in the staff car park as per being an essential user, a free car park permit or allowance towards buying a car park permit were suggested by 2 individuals.

Straight forward pay bonus as this would be the easiest to implement and would have the most positive effect on staff morale.

An annual bonus of say 5% gross if outcomes are achieved.

Discounts at national retailers, restaurants and hotel chains etc as not everyone who works in Market Harborough lives here too. So if only local discounts were offered it would only be beneficial if shopping was done in lunch breaks. It would feel like less of a benefit.

A reward possibly in the form of high street vouchers linked to lack of sickness absence over a 6 or 12 month period.

Improved opportunities and funding for Learning and Development. More team building sessions.

Better use of the flexi scheme – allowing more days to be taken each month.

Private medical insurance that extends to the family (depending upon how much it cost).

Additional pension contributions.

1 person responded stated that the Council should reimburse a realistic wage for employment undertaken well for the organisation and felt that they should not see the benefits of their employment incentivised through “gimmicks”. They added that the Council should get some perspective on this as the cost of administering all these benefits will not provide a good service for residents which is the reason the local authority exists.

1 respondent suggested that assurances the Council would immediately reimburse any payroll (tax) errors (particularly where mistakes had been made on the information provided by the Council/payroll lead to HMRC) rather than leaving the employee to sort it out themselves and being told to wait to get the tax back.