

Local Government Workforce Survey 2016/17

Research report
June 2018



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Foreword

Once again, we would like to thank all those who took the time to complete this survey. We recommend that the report is used to inform local discussions on vital organisational and workforce issues. At a national level, the results of the previous survey were used to develop the consultation report *Great People for Growing Places*, setting out the LGA's updated approach to strategies for workforce improvement across local government. The latest survey will be used in developing a statement on new workforce priorities, combined with the results of the consultation exercise.

Councils continue to carry out major change programmes which affect the workforce and it is important to see how workforce priorities are judged and tackled in this context. This foreword looks very briefly at one or two highlights from the survey. As always we have to caution that the samples each year do not necessarily match, so trends can be difficult to interpret. The response rate to the survey is also lower this year which is regrettable but understandable given the pressures on councils. Survey responses have been combined with the annual workforce benchmarking exercise through LG Inform to increase the dataset for some questions.

Average spending on training and development in respondent authorities is lower than for last year's survey but the sample change does make this difficult to interpret; what is clear though is that no significant increase in expenditure has been contemplated recently, although around half of councils do intend to maintain current levels of spending. Average vacancy rates appear to have risen but there is little change in turnover. It is possible that vacancy rates reflect the availability of jobs in other sectors, especially as the survey shows that recruitment and retention difficulties remain high. Market supplements and targeted recruitment campaigns are the most common responses to difficulties.

There has been an apparent marginal reduction in the percentage of potential working days lost to sickness absence, although the more straightforward measure of average days lost per FTE employee has remained about the same.

For the second time, the survey asked about the flow of employees in and out of organisations on a TUPE basis, to help assess the extent of organisational change and to assist in providing support and advice. About the same number of councils have experienced inward and outward movements this year as last. The survey identified a small number of councils with very large outward movements.

The survey looks regularly at diversity in leadership. There has been an apparent increase in the percentage of women in the top five percent of earners – mainly in single and upper tier councils. The percentage of people who are black, Asian or from other minority groups in the top five percent seems to have fallen slightly though, as has the percentage of people with a disability in these top posts.

Overall, the survey shows no dramatic changes. There are perhaps some marginal improvements in some areas but other indicators remain static. This indicates that the challenges around recruiting the right workforce and keeping people engaged remain as strong as ever.

The LGA has a variety of commentaries, tools and offers on issues such as absence management and improved recruitment available on www.local.gov.uk/workforce.

One key point that has emerged clearly in the *Great People for Growing Places* consultation is the importance attached to good quality data sets and benchmarking information. The workforce survey is a vital source of data and we will be developing our approach to it over the coming months, including looking at ways to make data collection even easier using LG Inform for some data collection for example.

The Local Government Association's Workforce Team

Summary

The Local Government Workforce Survey 2016/17 provides information on key elements of the workforce within councils in England. The figures provided by councils include school support staff, but exclude teachers. The survey is conducted annually by the Local Government Association's (LGA) Research and Information team and the previous surveys in the series can be found on the LGA's website¹.

All heads of human resources (or equivalent position) in England were asked to complete an online survey between November 2016 and March 2017. The final overall response rate achieved was 38 per cent (134 councils). By council type, the response rate was highest from metropolitan districts (50 per cent / 18 councils) and lowest from shire districts (31 per cent / 63 councils).

Regionally, response was highest from Yorkshire and the Humber (64 per cent / 14 councils) and lowest from the East Midlands (27 per cent / 12 councils).

Summary of results

- The median gross training expenditure per full time equivalent employee was £144 and just over half (51 per cent) planned to maintain current levels of spending during 2017/18.
- The median gross training expenditure on member development per councillor was £100 and just over half (53 per cent) planned to maintain current levels of spending during 2017/18.
- On average 0.63 days were spent on off-the-job training per employee.
- In 2016/17 there was a median of 12 apprentices, 12 work experience placements and zero graduate placements per council.
- There was a median average labour turnover rate of 13.4 per cent and a median average vacancy rate of 8.9 per cent.
- One in 10 councils (10 per cent) had a recruitment freeze in place at some point during 2016/17.

¹ <http://www.local.gov.uk/research-pay-and-workforce>

- Three quarters of councils (74 per cent) said their council was currently experiencing recruitment and retention difficulties.
- Almost all councils (97 per cent) said they encourage staff to work flexibly.
- Nine out of 10 (90 per cent) said flexible working is available to employees at all levels and across all departments within the organisation, where it is operationally feasible.
- Just over half (51 per cent) included a statement in job adverts to say they are open to discussing flexible working options from day one e.g. that there can be flexibility on hours or location, or start and finish times for the right candidate.
- Nearly six out of 10 (57 per cent) said hiring managers and recruiters are trained in how to answer questions from candidates about flexible working practices during the recruitment process.
- On average, 4.3 per cent of days were lost due to sickness and 8.7 days per FTE employee.
- The most common cause of sickness absence was “stress, depression, anxiety, mental health and fatigue” (28.9 per cent of days lost).
- On average 48.8 per cent of the top five per cent of earners were women, 3.7 per cent were black, Asian or from other minority ethnic (BAME) groups and 2.5 per cent had a disability.
- Nine out of 10 respondents (91 per cent) reported that their council was using “other flexible benefits (including salary sacrifice schemes)” in their approach to employee rewards
- Three quarters of councils (75 per cent) use “time served (i.e. annual incremental progression)” as the system of individual pay progression for the majority of staff.

Introduction

The Local Government Workforce Survey 2016/17 provides information on key elements of the workforce within councils and includes data on school support staff, but excludes teachers. The survey was conducted by the Local Government Association's (LGA) Research and Information Team and updates previous surveys in the series.

Methodology

The survey was conducted by the LGA's Research and Information team using an online form. An email containing a unique link was sent to all 353 heads of human resources (or equivalent position) in English councils.

The survey was available to complete online between November 2017 and May 2018. Councils also had the opportunity to provide data for some of the questions earlier in the year in order to make this data available for benchmarking sooner than reporting cycle of the workforce survey. The workforce survey provided the opportunity to review and correct this data where necessary. These results have been combined with the workforce survey results and are indicated in the response bases in this report.

The questions that were combined with benchmarking data were:

- gross training expenditure per employee
- gross training expenditure per member
- days off the job training per employee
- labour turnover
- vacancy rate
- per cent of days lost due to sickness
- days lost to sickness per FTE employee
- per cent of the top 5 per cent of employees who were women, BAME and disabled.

The final overall response rate from the workforce survey was 38 per cent (134 councils).

Table 1 shows response rate by council type. The response rate was highest from metropolitan districts (50 per cent / 18 councils) and lowest from shire districts (31 per cent / 63 councils).

Table 1: Response rates by council type		
Council type	Completed	Response rate (%)
Metropolitan District	18	50

Shire County	13	48
English Unitary	26	46
London Borough	14	42
Shire District	63	31
Total	134	38

Regionally, response was highest from Yorkshire and the Humber (64 per cent / 14 councils) and lowest from the East Midlands (27 per cent / 12 councils) (Table 2).

Table 2: Response rates by region		
Region	Completed	Response rate (%)
Yorkshire and the Humber	14	64
East of England	24	46
London	14	42
North East	5	42
North West	17	41
West Midlands	13	39
South West	14	34
South East	21	28
East Midlands	12	27
Total	134	38

Where tables and figures report the base, the description refers to the group of people who were asked the question and the number in brackets refers to the number of respondents who answered each question. Please note that bases vary throughout the survey.

Where the response base is less than 50, care should be taken when interpreting percentages, as small differences can seem magnified. Therefore, where this is the case in this report, the non-percentage values are reported, in brackets, alongside the percentage values.

The results are broken down into two groups, with shire districts as one group and single tier and county councils combining to form the second group. This is because district councils are usually much smaller than both single tier and county councils. Presenting the results in this way means they can be viewed in the context of organisation size.

Throughout the report percentages in figures and tables may add to more than 100 per cent due to rounding.

Local Government Workforce Survey 2016/17

This section contains analysis of the full set of results.

Training and development

Councils provided their gross training expenditure on employees. Data on numbers of employees, derived from the Quarterly Public Sector Employment Survey², was used to calculate the average expenditure on training per employee.

The median gross amount that councils spent per employee in 2016/17 was £144. In shire districts the reported median was £222 per employee and in upper / single tier areas the median was £111. Please see Table 3.

Table 3: Gross training expenditure per employee			
Response	Shire district	Single/upper tier	England
Mean (£)	245	123	179
Median (£)	222	111	144
Base	52	62	114

Base: all respondents to the workforce survey and annual workforce benchmarking combined (114)

Around half of respondents said their councils (51 per cent) planned to maintain 2016/17 levels of expenditure on training for staff in real terms during 2017/18 rather than increase or decrease expenditure, with a quarter (26 per cent) saying they did not know. In shire districts two thirds (65 per cent) said they planned to maintain 2016/17 levels of expenditure. In single / upper tier councils two fifths (39 per cent) said they planned to maintain 2016/17 levels, with a third (35 per cent) saying they did not know. See Table 4.

² <https://www.local.gov.uk/ons-quarterly-public-sector-employment-survey>

Table 4: Do you have plans to increase, decrease or maintain current levels of expenditure on training for staff in real terms during 2017/18?

Response	Shire district	Single / upper tier	England
We plan to increase current levels of expenditure on training for staff (%)	11	10	10
We plan to maintain current levels of expenditure on training for staff (%)	65	39	51
We plan to decrease current levels of expenditure on training for staff (%)	8	15	12
Don't know (%)	16	35	26
Total (%)	100	100	100
Base	63	71	134

Base: all respondents (134)

Similarly, data provided by councils on gross training expenditure for member development and data on the number of councillors (held by the LGA) was used to calculate average expenditure on member development per councillor.

The median gross amount spent per councillor was £100 across England. In shire districts the median amount spent was £85 per member and in single and upper tier councils the median was £104. Please see Table 5.

Table 5: Gross training expenditure on member development per councillor

Response	Shire district	Single/upper tier	England
Mean (£)	118	157	139
Median (£)	85	104	100
Base	46	54	100

Base: all respondents to the workforce survey and annual workforce benchmarking combined (100)

Around half of respondents (53 per cent) said their councils planned to maintain 2016/17 levels of expenditure on training for members in real terms during 2017/18, with a third (34 per cent) saying they did not know. In shire districts two thirds (67 per cent) said they planned to maintain 2016/17 levels of expenditure. In single / upper tier councils two fifths (41 per cent) said they planned to maintain 2016/17 levels, with another two fifths (41 per cent) saying they did not know. See Table 6.

Table 6: Do you have plans to increase, decrease or maintain current levels of expenditure on training for members in real terms during 2017/18?

Response	Shire district	Single / upper tier	England
We plan to increase current levels of expenditure on training for members (%)	3	13	8
We plan to maintain current levels of expenditure on training for members (%)	67	41	53
We plan to decrease current levels of expenditure on training for members (%)	3	6	4
Don't know (%)	27	41	34
Total (%)	100	100	100
Base	63	71	134

Base: all respondents (134)

Only 40 councils could provide a figure for the number of days of off-the job training per employee, so the values reported here should be taken as indicative only and the figures are not broken down by council type.

The median number of days of off-the job training per employee was 0.63. Please see Table 7.

Table 7: Days of off-the-job training per employee

Response	Shire district	Single/upper tier	England
Mean (days)	-	-	0.92
Median (days)	-	-	0.63
Base	-	-	40

Base: all respondents to the workforce survey and annual workforce benchmarking combined (40)

There was a median of 12 apprentices directly employed by each council in 2016/17. In district councils there was a median of 5 apprentices and in single and upper tier councils there were 27.

In terms of work experience, there was a median of 12 placements provided by councils. In district councils there was a median of eight work experience placements and in single and upper tier councils the median was 31.

Respondents were also asked how many graduates their council provided placements for in 2016/17. For districts there was a median of zero, since most did not provide any graduate placements, and in single and upper tier areas the median was three. Overall, across all council types, the median was

also zero because a majority did not provide any placements. Please see Table 8.

Table 8: How many of the following were directly employed or placed in 2016/17...				
Response category	Response	Shire district	Single / upper tier	England
Apprentices	Mean	5	40	24
	Median	5	27	12
	Base	62	70	132
Work experience placements	Mean	10	46	26
	Median	8	31	12
	Base	47	40	87
Graduate placements	Mean	1	5	3
	Median	0	3	0
	Base	53	43	96

Base: all respondents (apprentices: 132; work experience placements: 87; graduate placements: 96)

Recruitment and retention

Labour turnover is the total number of leavers as a percentage of the average headcount of employees over the financial year. The median average turnover reported by councils for 2016/17 was 13.4 per cent.

The vacancy rate is the number of vacancies on 1 April 2017 as a percentage of the overall headcount on the same date. The median vacancy rate reported by councils was 8.9 per cent. Please see Table 9.

Table 9: Labour turnover and vacancy rate				
Response category	Response	Shire district	Single/up per tier	England
Labour turnover	Mean (%)	12.9	14.4	13.7
	Median (%)	12.5	13.8	13.4
	Base	70	83	153
Vacancy rate	Mean (%)	7.2	12.9	9.7
	Median (%)	3.9	12.1	8.9
	Base	43	34	77

Base: all respondents all respondents to the workforce survey and annual workforce benchmarking combined (labour turnover: 153; vacancy rate: 77)

The survey included questions on the numbers of staff who were transferred into and out of employment by councils under the Transfer of Undertakings

(Protection of Employment) Regulations 1981 (TUPE).

Thirty-nine per cent of councils had at least some staff transferred into employment under the TUPE regulations, and the numbers transferred ranged from zero to 167. The median number of people transferred was zero, since most councils did not have staff transferred. Sixty-one per cent of councils had staff transferred out of the employment of the council to another organisation, and the numbers transferred ranged from zero to 1129 people. The median number of people transferred out of the employment of the council was three.

The figures for transfers under the TUPE regulations, and in particular for people transferred out of the employment of the council, are substantially affected by transfers of large numbers of employees in a small number of councils. This is reflected in the mean averages which are higher than the medians. Please see Table 10.

Table 10: During 2016/17, how many people were transferred into and out of the employment of your council under the Transfer of Undertaking (Protection of Employment) Regulations 1981 (TUPE)?				
Response category	Response	Shire district	Single/up per tier	England
TUPE into employment of the council	Mean	3	20	10
	Median	0	5	0
	Base	61	46	107
TUPE out of employment of the council	Mean	5	171	89
	Median	0	66	3
	Base	61	62	123

Base: all respondents (TUPE in: 107; TUPE out: 123)

One in 10 respondents noted that their council had a recruitment freeze in place at some point during 2016/17. See Table 11.

Table 11: Did your authority have a recruitment freeze in place at any point during 2016/17?			
Response	Shire district	Single / upper tier	England
Yes (%)	6	13	10
No (%)	94	86	90
Don't know (%)	0	1	1
Total (%)	100	100	100
Base	63	71	134

Base: all respondents (134)

Nearly three quarters of respondents (74 per cent) said their council was

currently experiencing recruitment and retention difficulties. This was higher in single and upper tier councils group, where more than eight out of 10 (83 per cent) reported recruitment and retention difficulties. See Table 12.

Table 12: Is your authority currently experiencing any recruitment or retention difficulties?			
Response	Shire district	Single / upper tier	England
Yes (%)	63	83	74
No (%)	33	14	23
Don't know (%)	3	3	3
Total (%)	100	100	74
Base	63	71	134

Base: all respondents (134)

The top three actions councils were taking to address recruitment and retention difficulties were market supplements (71 per cent), targeted recruitment campaigns (64 per cent) and relocation packages (40 per cent). In single and upper tier councils secondments (49 per cent) and job redesign (41 per cent) were also popular solutions. See Table 13.

Table 13: What actions, if any, are you taking to correct the difficulties you are having with recruitment and retention?			
Response	Shire district	Single / upper tier	England
Market supplements	65	75	71
Targeted recruitment campaigns	33	85	64
Relocation packages	33	46	40
Secondments	23	49	38
Personal development offers	30	37	34
Job redesign	25	41	34
Organisational redesign	10	36	25
"Golden hellos"	13	31	23
Lease cars	8	8	8
Other 1	15	36	27
Other 2	0	10	6
Other 3	3	8	6
None of the above	5	2	3
Total	100	100	100
Base	40	59	99

Base: respondents who answered "yes" to whether they were experiencing recruitment or retention difficulties (99)

Flexible working

Almost all councils (97 per cent) said they encourage staff to work flexibly. See Table 14.

Table 14: Does your council encourage staff to work flexibly?			
Response	Shire district	Single / upper tier	England
Yes (%)	95	99	97
No (%)	3	1	2
Don't know (%)	2	0	1
Total (%)	100	100	100
<i>Base</i>	63	71	134

Base: all respondents (134)

Nine out of 10 respondents (90 per cent) said their council had flexible working available to employees at all levels and across all departments within the organisation, where it is operationally feasible. See Table 15.

Table 15: Is flexible working available to employees at all levels and across all departments within your organisation, where it is operationally feasible?			
Response	Shire district	Single / upper tier	England
Yes (%)	95	85	90
No (%)	5	14	10
Don't know (%)	0	1	1
Total (%)	100	100	100
<i>Base</i>	63	71	134

Base: all respondents (134)

Just over half (51 per cent) said their council includes a statement in job adverts to say it is open to discussing flexible working options from day one e.g. that there can be flexibility on hours or location, or start and finish times for the right candidate. Please see Table 16.

Table 16: Does your Council include a statement on your job adverts to say you are open to discussing flexible working options from day one e.g. that there can be flexibility on hours or location, or start and finish times for the right candidate?			
Response	Shire district	Single / upper tier	England
Yes (%)	49	52	51
No (%)	48	42	45
Don't know (%)	3	6	4

Total (%)	100	100	100
Base	63	71	134

Base: all respondents (134)

Almost six out of 10 (57 per cent) said hiring managers and recruiters are trained in how to answer questions from candidates about flexible working practices during the recruitment process. Please see Table 17.

Table 17: Are hiring managers and recruiters trained in how to answer questions from candidates about flexible working practices during the recruitment process?

Response	Shire district	Single / upper tier	England
Yes (%)	65	49	57
No (%)	33	41	37
Don't know (%)	2	10	6
Total (%)	100	100	100
Base	63	71	134

Base: all respondents (134)

Sickness absence

Respondents were asked to provide their council's sickness absence rate in two different ways: sickness absence as a percentage of days lost and the days lost to sickness absence per FTE employee. For both rates, respondents were asked to provide a breakdown into short and long-term absence as well as the total. Short-term absence is defined as absence lasting up to and including 20 days and long-term is any absence over 20 days.

The sickness absence rate as a percentage is calculated by dividing the total number of days absence by the total days contracted to be worked and multiplied by 100. Councils reported a median of 3.8 per cent of days lost due to sickness overall. The medians for short and long-term sickness absence were 1.6 per cent and 2.0 per cent, respectively. Please see Table 18.

Table 18: Percentage of days lost due to sickness				
Response category	Response	Shire district	Single/up per tier	England
Short-term sickness absence rate	Mean (%)	2.0	1.8	1.9
	Median (%)	1.6	1.6	1.6
	Base	31	55	86
Long-term sickness absence rate	Mean (%)	2.0	2.6	2.3
	Median (%)	1.5	2.3	2.0
	Base	32	55	87
Total sickness absence rate	Mean (%)	4.1	4.4	4.3
	Median (%)	3.2	4.0	3.8
	Base	38	60	98

Base: all respondents to the workforce survey and annual workforce benchmarking combined (short-term:86; long-term: 87; total: 98)

A greater number of respondents were able to provide data on the number of days lost due to sickness per FTE employee. Councils calculate this by dividing the total number of days of absence by the total number of FTE employees.

Councils reported a median of 8.9 days lost per FTE employee in 2016/17. The median for short term absence was 3.8 days and the median for long-term absence was 4.7 days. Please see Table 19.

Table 19: Days lost due to sickness per FTE employee				
Response category	Response	Shire district	Single/up per tier	England
Short-term sickness absence per FTE	Mean (days)	3.9	4.0	4.0
	Median (days)	3.9	3.8	3.8
	Base	58	66	124
Long-term sickness absence per FTE	Mean (days)	4.1	5.3	4.8
	Median (days)	4.1	5.2	4.7
	Base	59	66	125
Total sickness absence per FTE	Mean (days)	8.1	9.2	8.7
	Median (days)	8.2	9.3	8.9
	Base	71	77	148

Base: all respondents (short-term: 71; long-term: 77; total: 148)

Councils were asked to provide a breakdown of the number of days lost due to various illnesses. In total 76 were able to provide figures relating to each of

the categories requested³. The percentages were calculated by dividing each cause by the total number of days across the categories. The response base was lower than in previous workforce survey reports, and the shire district and single/upper tier groups were particularly low. For this reason the results should be considered as indicative of the sickness absence causes for the groups of councils that responded only.

The biggest cause of days lost to sickness in 2016/17 was *stress, depression, anxiety, mental health and fatigue* (28.9 per cent), followed by *back and neck problems* (11.5 per cent) and *stomach, liver, kidney and digestion* (10.8 per cent). Please see Table 20.

Table 20: Percentage of days lost to sickness by causes			
Response	Shire district (%)	Single / upper tier (%)	England (%)
Stress, depression, anxiety, mental health and fatigue	20.4	29.2	28.9
Back and neck problems	9.1	11.5	11.5
Stomach, liver, kidney, digestion	10.6	10.8	10.8
Other musculo-skeletal problems	15.9	9.7	9.9
Infections	10.3	8.0	8.1
Chest, respiratory	6.9	7.9	7.9
Eye, ear, nose & mouth/dental; sinusitis	3.9	3.6	3.6
Heart, blood pressure, circulation	4.1	3.4	3.4
Genito-urinary; menstrual problems	1.7	2.9	2.8
Neurological; headaches and migraines	4.0	2.3	2.4
Pregnancy related	1.1	1.7	1.6
Other	11.9	7.5	7.6
Unknown	0.3	1.5	1.4
Base	29	47	76

Base: all respondents (76)

³ This excludes councils who stated that over 25 per cent of their days lost was caused by 'other' types of sickness absence. This is because it suggests that their system for coding sickness absence was not equivalent to the categories requested by us, and would therefore negatively affect the validity of this analysis.

Leadership

The median average for the top five per cent of earners in councils who were women was 48.8 per cent. In shire districts the median was 38 per cent and in single and upper tier councils the median was 53 per cent.

The median average for the percentage of the top five per cent of earners in councils who were black, Asian or from other minority ethnic groups (BAME) was 3.7 per cent. In single and upper tier councils the median was five per cent, and in shire districts the median was 1.8 per cent.

The median average for the percentage of the top five per cent of earners in councils who had a disability was 2.5 per cent across England, 3.2 per cent in single and upper tier councils and zero per cent in shire districts. Please see Table 21.

Table 21: Percentage of the top five per cent of earners who are women, BAME or disabled				
Response category	Response	Shire district	Single/upper tier	England
Percentage of the top 5 earners who are women	Mean (%)	38.5	51.5	45.6
	Median (%)	38.0	53.0	48.8
	Base	68	82	150
Percentage of the top 5 of earners who are BAME	Mean (%)	3.4	7.9	5.9
	Median (%)	1.8	5.0	3.7
	Base	63	82	145
Percentage of the top 5 of earners with a disability	Mean (%)	3.2	14.1	9.2
	Median (%)	0.0	3.2	2.5
	Base	61	74	135

Base: all respondents to the workforce survey and annual workforce benchmarking combined (women: 150; BAME: 145; disability: 135)

Pay, rewards and performance management

Nine out of 10 respondents (91 per cent) reported that their council was using “other flexible benefits (including salary sacrifice schemes)” in their approach to employee rewards. This was followed by “other flexible leave benefits”, which a third (66 per cent) were using. Please see Table 22 for the full results to this question.

Table 22: Which, if any, of the following elements do you use, or are you planning to use in your approach to rewards?				
Response category	Response	Shire district	Single / upper tier	England
Trading leave	Yes, already in use (%)	33	35	34
	Implementing in the next financial year (%)	3	11	7
	No, not implementing (%)	52	39	46
	Don't know (%)	11	14	13
	Total (%)	100	100	100
Other flexible leave benefits	Yes, already in use (%)	63	68	66
	Implementing in the next financial year (%)	2	4	3
	No, not implementing (%)	25	18	22
	Don't know (%)	10	10	10
	Total (%)	100	100	100
Total reward benefit statements	Yes, already in use (%)	3	8	6
	Implementing in the next financial year (%)	6	8	7
	No, not implementing (%)	75	58	66
	Don't know (%)	16	25	21
	Total (%)	100	100	100
Survey of employee reward preferences	Yes, already in use (%)	8	13	10
	Implementing in the next financial year (%)	6	3	4
	No, not implementing (%)	70	65	67
	Don't know (%)	16	20	18
	Total (%)	100	100	100
Other flexible benefits (including	Yes, already in use (%)	89	93	91
	Implementing in the next financial year (%)	2	1	1

salary sacrifice schemes)	No, not implementing (%)	8	4	6
	Don't know (%)	2	1	1
	Total (%)	100	100	100

Base: all respondents (134)

Three quarters of respondents (75 per cent) said their council used “time served (ie annual incremental progression)” as the system of individual pay progression for the majority of staff. This was followed by “performance / contribution related progression”, which was used by 15 per cent of councils. See Table 23.

Table 23: What system of individual pay progression does your authority use for the majority of staff?			
Response	Shire district	Single / upper tier	England
Time served (i.e. annual incremental progression) (%)	78	72	75
Performance/contribution related progression (%)	13	17	15
Spot salaries (i.e. no incremental progression) (%)	5	3	4
Other (%)	5	8	7
Don't know (%)	0	0	0
Total (%)	100	100	100
<i>Base</i>	<i>63</i>	<i>71</i>	<i>134</i>

Base: all respondents (134)

More than half of councils (55 per cent) indicated that they carried out an employee engagement survey in 2016/17. See Table 24.

Table 24: Did your authority carry out an employee engagement survey in the 2016/17 financial year?			
Response	Shire district	Single / upper tier	England
Yes (%)	62	49	55
No (%)	37	48	43
Don't know (%)	2	3	2
Total (%)	100	100	100
<i>Base</i>	<i>63</i>	<i>71</i>	<i>134</i>

Base: all respondents (134)

For more information please contact

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