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EMPLOYMENT PANEL

WEDNESDAY, 4TH MAY, 2016

At 5.00 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENHEAD

SUPPLEMENTARY AGENDA

PART I

ITEM	SUBJECT	PAGE NO
4.	2016 STAFF SURVEY To consider the above report	3 - 52

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Report for: **INFORMATION**

Contains Confidential or Exempt Information	NO - Part I
Title	2016 Staff survey
Responsible Officer(s)	Terry Baldwin, Head of Human Resources.
Contact officer, job title and phone number	Terry Baldwin, Head of Human Resources, 01628 796992
Member reporting	Councillor D Burbage
For Consideration By	Employment Panel
Date to be Considered	4 May 2016
Implementation Date if Not Called In	N/A
Affected Wards	None

REPORT SUMMARY

1. This report details the 2016 Royal Borough of Windsor and Maidenhead staff survey results and analysis. Comparisons of the 2013 and 2016 staff survey results are drawn out as part of this report where applicable.

2. The 2016 staff survey has highlighted areas which need to be focused upon, in order to improve staff satisfaction. These include communication and leadership visibility.

3. This report recommends that Employment Panel reviews and notes the 2016 staff survey results.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents will benefit as a highly satisfied workforce delivers a better service to residents	February 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Employment Panel:

i) Note the 2016 Staff Survey results and analysis.

2. REASON FOR RECOMMENDATION AND OPTIONS CONSIDERED

Background

2.1 The 2016 staff survey launched on 11 January and ran until 5 February. The questions were designed to follow the Times Best Employers format. The purpose of the staff survey is to measure the satisfaction of the workforce and to understand the key areas for improvement in the view of the workforce.

2.2 Overall 659 employees responded to the survey, representing 50.6% of the RBWM staff, excluding schools.

Table 1: Response by Directorate

Corporate and Community Services	133	57.57%
Adult, Children and Health Services	292	47.63%
Operations and Customer Services	225	51.25%

2.3 The surveys consisted of 10 areas:

- What directorate and service area do you work in?
- All about you
- Learning and personal development
- My manager
- The leadership
- The council
- Service excellence
- How do you feel at work (calm - stressed)
- How do you feel at work (enthusiastic - bored)
- How do you feel at work (extremely satisfied - very unsatisfied)
- What makes the council a great workplace?
- What would make the council a better workplace?

2.4 Staff were given the five below options to respond to questions, these are colour coded in the charts within this report as follows:

Table 2: Staff survey response options

Strongly agree
Agree
Neither agree or disagree
Disagree
Strongly disagree

2.5 Several elements show a highly engaged workforce, specifically with regards to teamwork, managers and the service that is delivered by the council. These elements can be focused upon to be promoted within the organisation

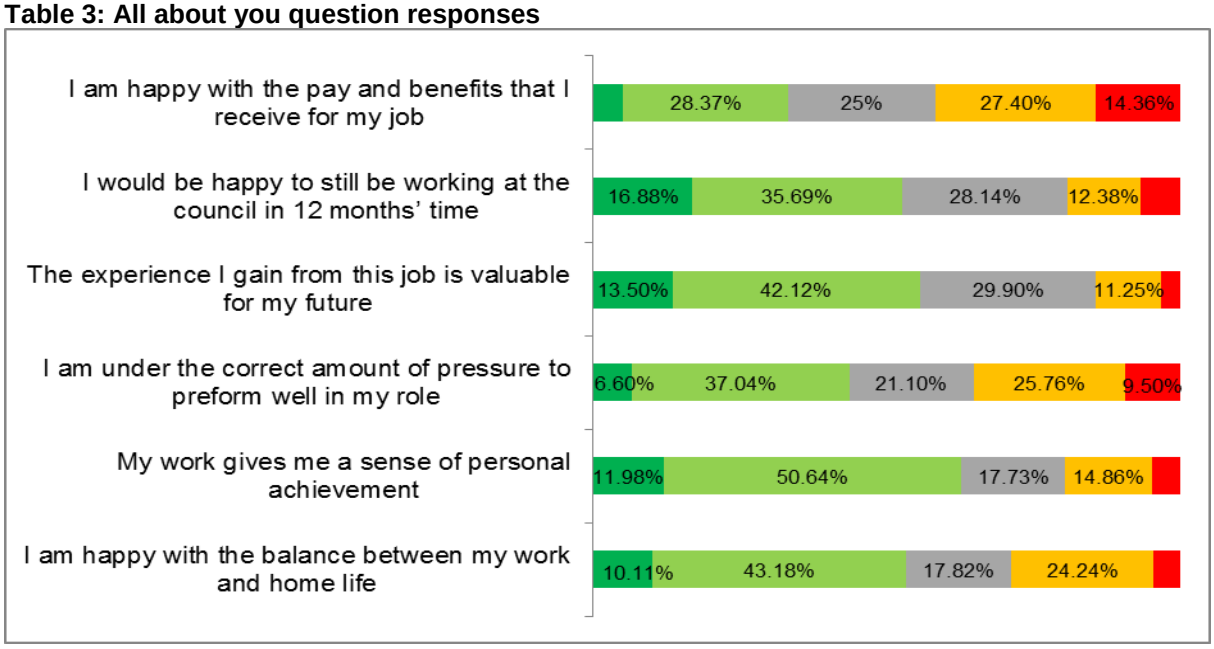
2.6 Elements such as leadership and staff stress levels which show a lower positive response score and higher neutrality, need to be reviewed at a council wide and directorate level for action and can be significantly improved.

2016 Results

All about you

2.7 This question set seeks to understand how staff generally feel about their role, reward and working for the council.

Table 3: All about you question responses



2.8 Overall, this question set received a reasonably positive result (50.8%). Staff are highly engaged with the role that they undertake with 62.62% feeling that their work gives them a sense of personal achievement. This is consistently represented throughout the survey with:

- 78.89% feel they make a valuable contribution
- 62.94% feel that they understand the expectations of the residents
- Only 19.52% feel that they are bored by their job

2.9 However, only 23.87% of staff feels that delivering a great service is rewarded here. Looking throughout the survey results, we can see that staff feel that they make a valuable contribution (78.89% positive) and that they seek improve the services that the council offers (70.33% positive). This analysed together could indicate that staff feel that the discretionary effort that they put in is not rewarded or recognised highly enough.

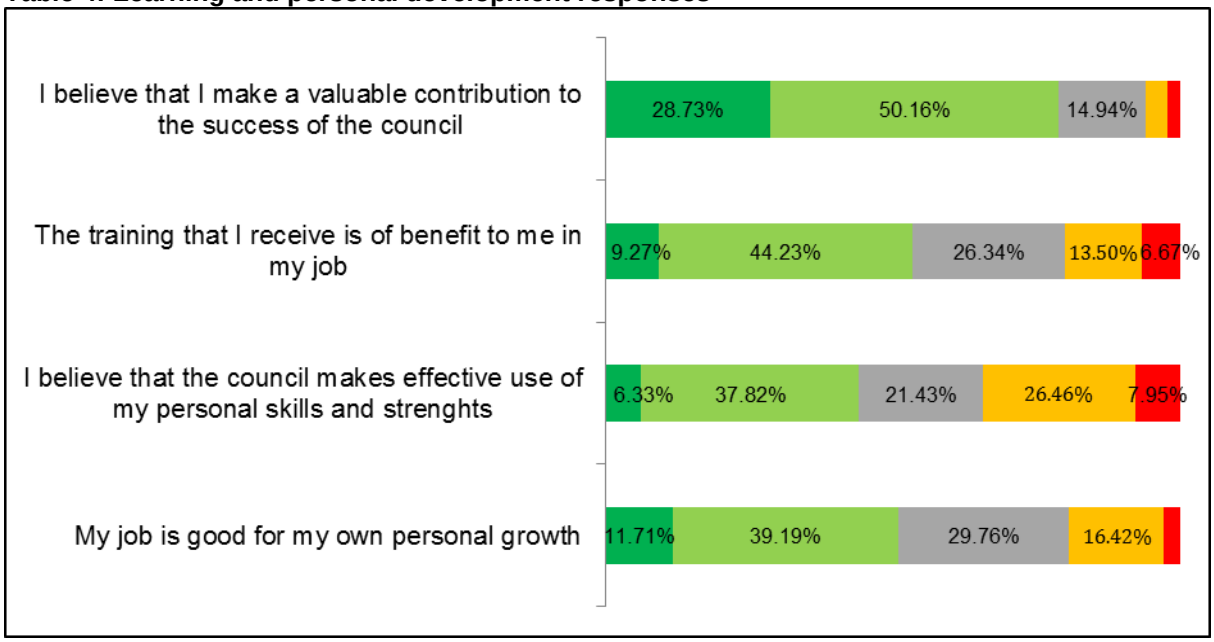
2.10 35.26% of responses were negative to the question *'I am under the correct amount of pressure in my role'*, this is mirrored in the verbatim comment section of the survey, for example:

- "There is too high a workload for some staff with no view to increase staffing levels - this causes bottlenecks in processes"
- "Leadership team and members should recognise the extent to which staff have absorbed cuts in resources, taken on additional work and responsibilities"

Learning and Personal Development

2.11 This question set ascertains staff perception of their personal impact within work and their opportunities for development and advancement.

Table 4: Learning and personal development responses



2.12 Overall, this question set received a positive response score of 56.86%. Staff feel that they make a valuable contribution to the success of the council (78.89% positive). However, there was a high negative and neutral response to the question *'I believe that the council makes effective use of my personal skills and strengths'* (55.84%), there was also a high negative and neutral response in other areas of the survey:

- *Staff have the freedom to do what is needed to provide a service to our residents* (76.36%),
- *The council considers the views of me and my colleagues* (76.20%)

2.13 This could be an indication, that staff feel they have more to offer in terms of skills and opinions and are not being utilised fully, which represents an opportunity for the council to utilise these skills in the future.

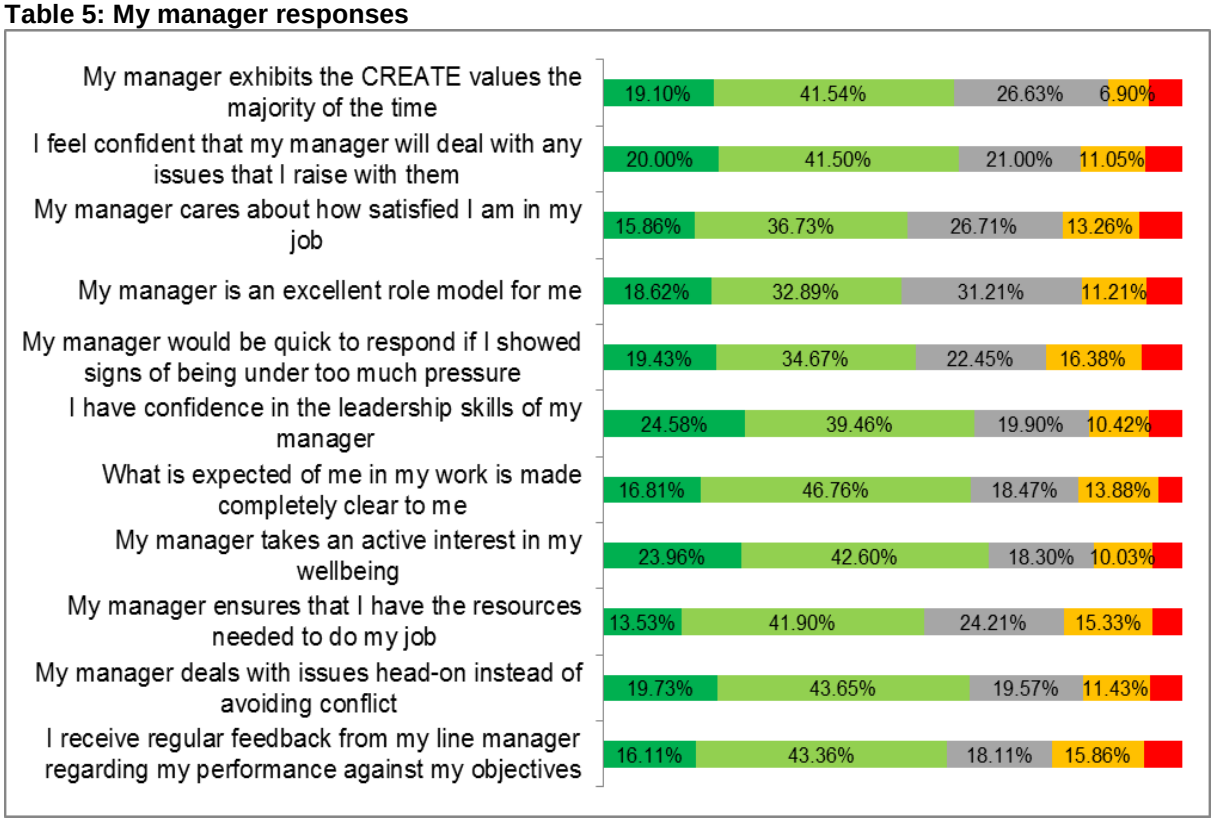
2.14 Within the verbatim responses to the question *'What would make the council a better place to work?'* we can see this theme mirrored:

- "Being listened to as the subject matter expert, and being able to give a view that is respected"
- "Taking into consideration the emotions and feelings of staff"

My Manger

2.15 This question provides insight into how staff feel about their line management, in the support offered and their manager's behaviours.

Table 5: My manager responses



2.16 Staff indicate positively towards line management capability, overall this question set received a positive response score of 59.34%. 66.02% positive response towards line managers taking an active interest in their well being and 63.57% positive response towards *'What is expected of me in my work is made completely clear to me'*. Given that 78.89% of staff feel they make a valuable contribution to the success of the council, this shows us that staff feel confident in what they are doing and their job roles are clear to them.

2.17 64.04% responded positively to having confidence in the leadership skills of their line manager, compared to questions later in the survey:

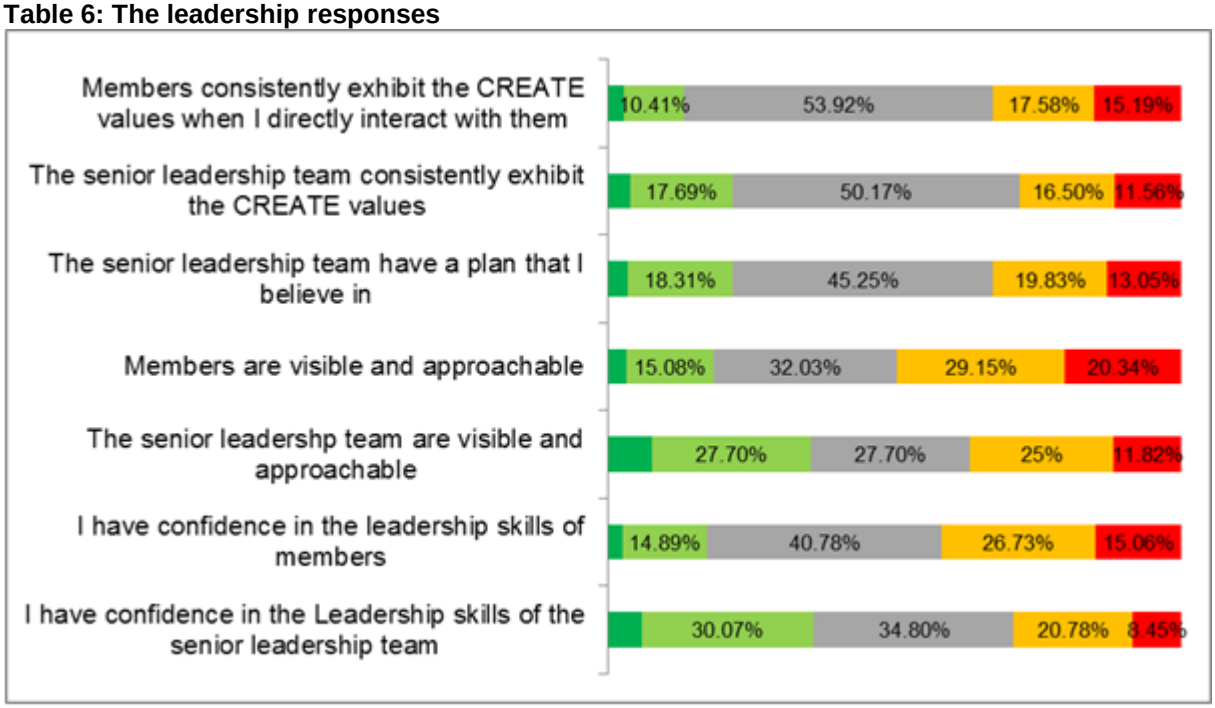
- 35.58% have confidence in the leadership skills of the senior leadership team
- 17.43% have confidence in the leadership skills of members

2.18 This shows a reasonable staff confidence in management but less so in strategic leadership. It should be noted that interaction with managers will be far greater than with senior leaders and members, so this will have an impact on the positive response score.

The leadership

2.19 This question set is designed to understand staff perception of council senior leadership and members. Senior leadership was defined as Directors, Deputy Directors and Heads of Service.

Table 6: The leadership responses



2.20 Overall, this question set received a low positive response rate of 23.48%. However the level of neutrality was significantly high on average at 40.66%, showing that many staff may feel unable to answer due to lack of interaction with senior leadership and members. This is particularly shown in the high neutrality response to the question *'Members exhibit the CREATE values when I directly interact with them'* (53.92%), this could indicate a lack visibility of members.

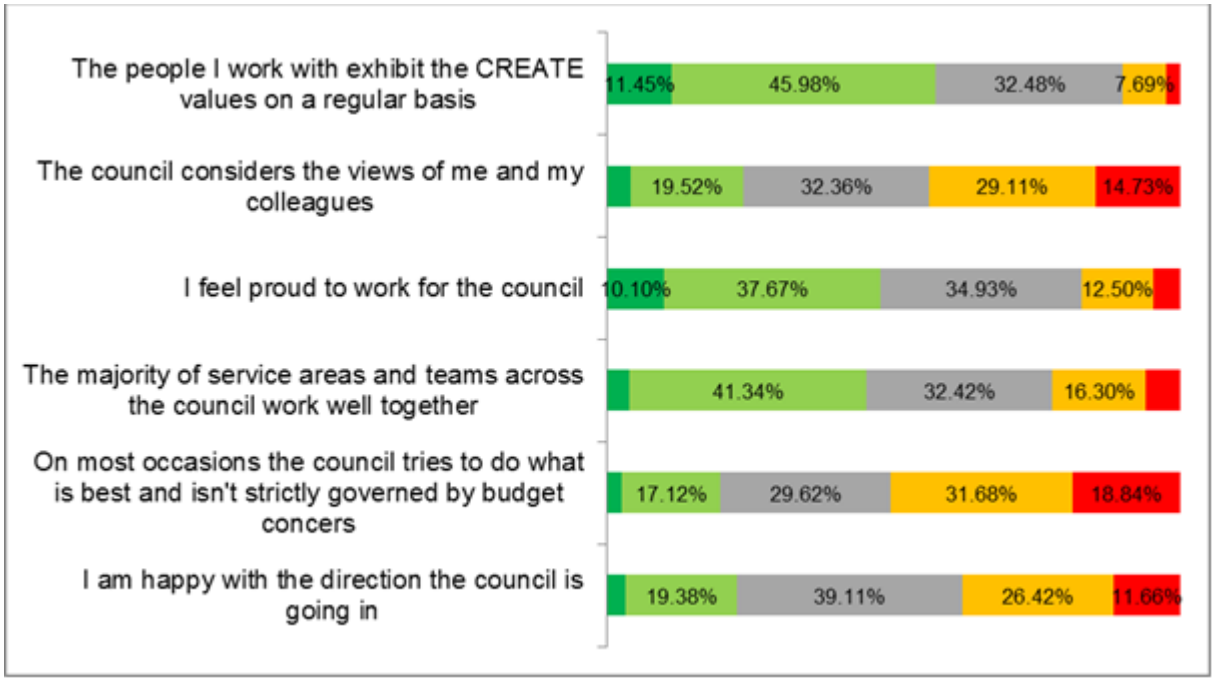
2.21 The highest negative response within the entire survey was to the question *'Members are visible and approachable'* (49.49%); this could be based on actual interaction with and experience of members or staff making assumptions on their approachability. Given the exceptionally high neutrality towards the question *'Members exhibit the CREATE values when I directly interact with them'* (53.92%) an assumption can be made that at least 53.92% of staff do not have direct interaction with members and that a proportion of the negative response is based on staff assumptions as opposed to direct experience.

2.22 78.13% of responses were neutral or negative to *'The senior leadership team having a plan that I believe in'*, this is coherent with the result from the question asked earlier in the survey, *'I am happy with the direction the council is going in'* (77.19% neutral or negative). It should be noted that in both of these questions there was a very high neutrality rate (45.25% and 39.11%), possibly indicating that staff are not familiar with the plan and further communication of the plan needs to be undertaken.

The council

2.23 This question set is designed to show how staff feel about the direction of the council, the people they work with and how the council is operated.

Table 7: The council responses



2.24 Overall this question set received a positive response of 36.16% indicating that less than half of the workforce is satisfied with the council.

2.25 Specifically, there was a high negative and neutral response was received to the question *'The council considers the views of me and my colleagues'* (76.20%) which when combined with the negative and neutral response to *'I am happy with the direction the council is going in'* (77.71%) could be an indicator that staff would like greater engagement in change.

2.26 This is reflected in the verbatim comments to the question *'What would make the council a better place to work?'* e.g.

- "Take greater notice of the advice provided by experienced officers"
- "For the staff to have their views and ideas heard"

2.27 57.43% responses were positive to the question the people I work with exhibit the CREATE values on a regular basis. This is coherent with the theme throughout the survey that staff feel that those they work with are doing an excellent job and providing a great service.

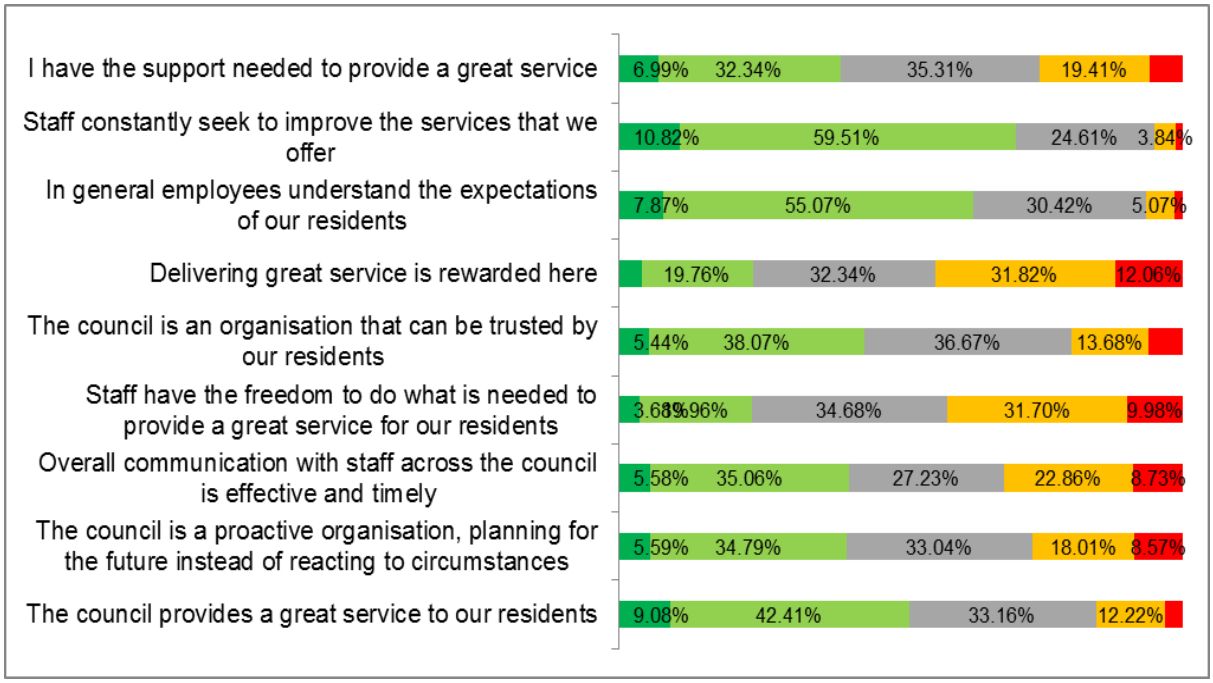
- Staff constantly seek to improve the services we offer (70.33% positive)
- Employees understand the expectations of our residents (62.94% positive)

2.28 Questions relating to CREATE values received a neutral response score on average of 40.8% throughout the survey, this is a possible indication that CREATE values are not fully embedded and requires further communication.

Service excellence

2.29 This question set seeks to understand staff perception of the level of service that the council provides to residents and the support which is offered to staff in providing this service.

Table 8: Service excellence responses



2.30 Overall, this question set received a positive response of 44%. The break down of the responses by question show a great difference in questions. For instance, as previously stated, staff are positive about their performance and contribution:

- *Staff constantly seek to improve the services we offer* (70.33% positive)
- *Employees understand the expectations of our residents* (62.94% positive)

2.31 In comparison to this, *'Staff have the freedom to do what is needed to provide a service to our residents'* has a high negative and neutral response (76.36% neutral and negative), this could be an indication of staff feeling that they do not have autonomy in their work. This is also indicated through a high negative and neutral response to *'The council considers the views of me and my colleagues'* (76.20%).

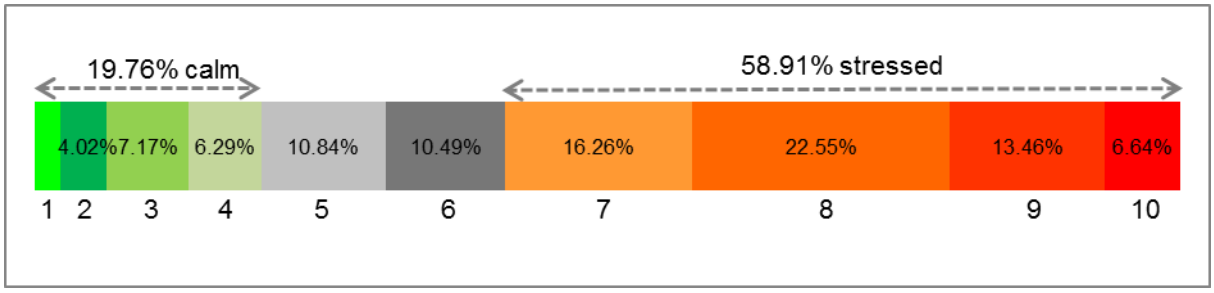
How You Feel At Work

2.32 This question asked staff to rate how they have felt at work in the last 3 months grading from 1 – 10.

Calm – Stressed

2.33 A large majority responded 7 or higher (58.91%) indicating elevated stress levels among staff. This is in comparison to a negative response rate of 35.26% on the earlier question of *'I am under the correct amount of pressure to preform in my role'*. This comparison could indicate that the stress level is not necessarily related entirely to work pressure, but could be relating to uncertainty and change within the organisation.

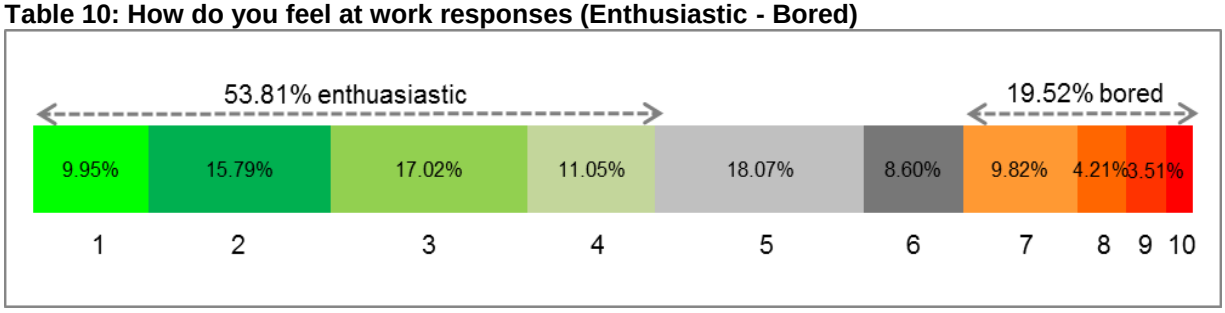
Table 9: How do you feel at work responses (Calm - Stressed)



Enthusiastic - Bored

2.34 The majority of responders were positive in feeling enthusiastic for in their roles. This is consistent with responses throughout the survey which show that staff is very engaged with delivering an excellent service to residents and that they contribute to this.

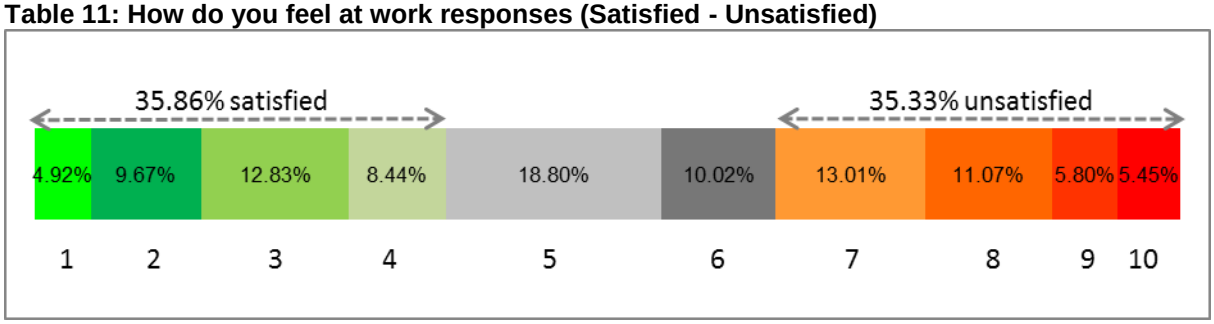
Table 10: How do you feel at work responses (Enthusiastic - Bored)



Satisfied - Unsatisfied

2.35 In comparison to previous questions, where staff showed a high level of engagement with their roles and their contribution, the response to this question is decidedly mixed. This could be an indication of a lack of satisfaction with the organisation as opposed to their job role.

Table 11: How do you feel at work responses (Satisfied - Unsatisfied)



Comparison with 2013 staff survey results

2.36 The 2016 staff survey utilised a new question format which follows the Time Best Employers format. These surveys cannot be compared in their entirety; however some comparisons can be drawn. Of the 29 questions in the 2013 staff survey 14 could be directly compared with the 2016 staff survey (48%).

2.37 Using this comparison, overall, the 2016 staff survey results were 1.85% less positive than the 2013 survey results. Notably, *'My work gives me a sense of personal achievement'* had a 14.82% less positive result than in 2013, this analysed alongside *'Please indicate how satisfied you are working at the council'* (-11.64% positive) and *'I would be happy to work at the council in 12 months time*' (-4.24% positive) shows that overall satisfaction among staff has dropped significantly since 2013.

2.38 We see an improvement in positive results for some questions, opportunities for growth and development is showing a positive response of +3.08% and confidence in line management is showing a positive response of +6%.

Verbatim comments

2.39 Similar themes run through the verbatim comment responses of both the 2013 and 2016 staff surveys:

- Improved relations between Officers and Members
- Senior leadership visibility
- Communication
- IT systems
- Workload
- Cross departmental working
- Clearer strategic vision

2.40 Staff overwhelmingly praised their colleagues through verbatim comments 182 replies to the questions *'What makes the council a great place to work?'* being that it is the council staff and their team members which make it a great place to work. Staff also cited delivering a great service was a reason why the council was a great place to work, with 42 responses citing this. This is reflective of the wider theme within the survey, staff are highly satisfied with their colleagues and the service that the council delivers.

2.41 Staff responded more negatively in certain areas, specifically to the question what would make the council a better place to work, 49 comments referenced that less change and restructuring. 58 comments reference reward and recognition as areas for improvement.

2.42 Workload, pressure and the ability to deal with change are strong themes throughout the verbatim comments, it should be noted that the staff survey was taken at a time when the council was undergoing significant change.

Communication and action plans

2.43 All directorates have received their 2016 staff survey results which are broken down to service area level. These results are being cascaded to staff.

2.44 Transformation champions have been engaged in creating action plans to improve the staff survey results and overall staff satisfaction. Directorate management teams are currently developing directorate level action plans which are being combined used to develop the council action plan. This plan will be cascaded to staff following its completion.

Future staff surveys

2.45 A smaller temperature check survey will be undertaken in late 2017 to understand the satisfaction levels among staff and see if any improvements have been made, this will be followed with a full 2019 staff survey. Through this the council will; be able to ascertain if the workforce engagement levels are improving and determine what actions need to be taken in the future.

Option	**Comments**
Employment Panel to note the staff survey results	

2 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Positive responses to the staff survey increase	Positive responses remain static	Positive responses increase by 10%	Positive responses increase by 12%	Positive responses increase by 15%	February 2017

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 None

5. LEGAL IMPLICATIONS

5.1 None

6. VALUE FOR MONEY

6.1 None

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
The workforce is not satisfied and productivity drops as a result		Action plan is developed at a council level and directorate level	

9. LINKS TO STRATEGIC OBJECTIVES

9.1 A highly engaged workforce will ensure that we progress against all our Strategic Objectives.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An EQIA is not required in these circumstances.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 The purpose of the staff survey is to measure the satisfaction of the workforce and to understand the key areas for improvement in the view of the workforce. It is important for senior leadership to review the staff survey results and work to improve staff satisfaction rates.

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 The following forums were consulted with regard to the staff survey results

- Transformation champions were consulted on 16 February 2016 to give their view of the results and input into a council wide action plan
- People forum was consulted on 11 March 2016 to discuss the results and give their input into what action needs to be taken
- Senior Leadership team were consulted on 29 March 2016 to discuss the council wide results and service area level results

15. TIMETABLE FOR IMPLEMENTATION

15.1

Date	Details
November 2017	2017 Staff Survey temperature check will be undertaken

16. APPENDICES

16.1 Royal Borough of Windsor and Maidenhead 2016 staff survey results

16.2 Comparison of 2013 and 2016 staff survey results

16.3 Staff survey 2016 verbatim comments

17. BACKGROUND INFORMATION

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	25 April 2016		
Russell O'Keefe	Strategic Director Corporate and Community Services	22 April 2016		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	22 April 2016		
Simon Fletcher	Strategic Director Operations and Customer Services	22 April 2016		

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Elizabeth Moore	Learning and Development Manager	01628 796558

Council and Directorate results

			Council overall	Corporate and Community	Adult, Children and Health	Operations and Customer
All about you	I am happy with the balance between my work and home life	Strongly agree	10.11%	8.06%	10.75%	10.65%
		Agree	43.18%	45.97%	40.50%	44.44%
		Neither agree or disagree	17.82%	12.10%	19.35%	19.44%
		Disagree	24.24%	28.23%	24.01%	22.22%
		Strongly disagree	4.65%	5.65%	5.38%	3.24%
	My work gives me a sense of personal achievement	Strongly agree	11.98%	9.68%	15.30%	9.26%
		Agree	50.64%	55.65%	50.18%	48.15%
		Neither agree or disagree	17.73%	12.10%	17.44%	20.83%
		Disagree	14.86%	16.94%	13.17%	16.20%
		Strongly disagree	4.79%	5.65%	3.91%	5.56%
	I am under the correct amount of pressure to preform well in my role	Strongly agree	6.60%	3.25%	8.57%	6.07%
		Agree	37.04%	35.77%	36.43%	37.38%
		Neither agree or disagree	21.10%	23.58%	20.00%	21.96%
		Disagree	25.76%	26.83%	26.43%	24.77%
		Strongly disagree	9.50%	10.57%	8.57%	9.81%
	The experience I gain from this job is valuable for my future	Strongly agree	13.50%	13.82%	16.01%	10.28%
		Agree	42.12%	42.28%	45.55%	37.85%
		Neither agree or disagree	29.90%	26.83%	28.47%	33.18%
		Disagree	11.25%	13.82%	7.12%	14.96%
		Strongly disagree	3.23%	3.25%	2.85%	3.74%
	I would be happy to still be working at the council in 12 months' time	Strongly agree	16.88%	10.48%	20.86%	16.36%
		Agree	35.69%	37.10%	33.57%	36.92%
		Neither agree or disagree	28.14%	29.84%	26.43%	29.44%
		Disagree	12.38%	18.55%	12.50%	8.88%
		Strongly disagree	6.91%	4.03%	7.14%	8.41%
	I am happy with the pay and benefits that I receive for my job	Strongly agree	4.97%	1.61%	6.41%	5.12%
		Agree	28.37%	25.00%	30.25%	27.44%
		Neither agree or disagree	24.90%	25.81%	25.00%	25.58%
		Disagree	27.40%	32.26%	26.33%	25.58%
		Strongly disagree	14.36%	15.32%	12.46%	16.28%

			Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
Learning and development	My job is good for my own personal growth	Strongly agree	11.71%	11.38%	14.86%	8.02%
		Agree	39.19%	39.02%	39.86%	38.68%
		Neither agree or disagree	29.76%	26.83%	30.07%	30.66%
		Disagree	16.42%	17.89%	12.68%	20.28%
		Strongly disagree	29.02%	4.88%	2.54%	2.36%
	I believe that the council makes effective use of my personal skills and strenghts	Strongly agree	6.33%	5.69%	7.94%	4.72%
		Agree	37.82%	39.84%	36.10%	39.15%
		Neither agree or disagree	21.43%	19.51%	24.19%	18.87%
		Disagree	26.46%	26.02%	24.91%	28.87%
		Strongly disagree	7.95%	8.94%	6.86%	8.49%
	The training that I receive is of benefit to me in my job	Strongly agree	9.27%	4.88%	11.19%	9.48%
		Agree	44.23%	43.90%	49.10%	38.39%
		Neither agree or disagree	26.34%	27.64%	24.19%	27.96%
		Disagree	13.50%	15.45%	11.91%	14.69%
		Strongly disagree	6.67%	8.13%	3.61%	9.48%
	I believe that I make a valuable contribution to the success of the council	Strongly agree	28.73%	30.08%	29.50%	27.49%
		Agree	50.16%	45.53%	50.36%	52.61%
		Neither agree or disagree	14.94%	16.26%	14.03%	15.17%
		Disagree	3.90%	4.88%	3.60%	3.32%
		Strongly disagree	2.27%	3.25%	2.52%	1.42%

			Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
My manager	I receive regular feedback from my line manager regarding my performance against my objectives	Strongly agree	16.11%	12.07%	19.71%	13.94%
		Agree	43.36%	44.83%	44.89%	40.87%
		Neither agree or disagree	18.11%	14.66%	17.15%	21.15%
		Disagree	15.86%	18.10%	13.87%	17.31%
		Strongly disagree	6.56%	10.34%	4.38%	6.73%
	My manager deals with issues head-on instead of avoiding conflict	Strongly agree	19.73%	19.83%	22.34%	16.02%
		Agree	43.65%	41.38%	43.22%	46.60%
		Neither agree or disagree	19.57%	19.83%	19.78%	18.93%
		Disagree	11.43%	10.34%	9.16%	15.05%
		Strongly disagree	90.62%	8.62%	5.49%	3.40%
	My manager ensures that I have the resources needed to do my job	Strongly agree	13.53%	12.07%	16.18%	10.63%
		Agree	41.90%	44.83%	42.65%	40.10%
		Neither agree or disagree	24.21%	22.41%	23.53%	25.60%
		Disagree	15.33%	14.66%	12.87%	19.32%
		Strongly disagree	5.03%	6.03%	4.78%	4.35%
	My manager takes an active interest in my wellbeing	Strongly agree	23.96%	18.97%	29.20%	20.77%
		Agree	42.60%	50.86%	39.78%	41.55%
		Neither agree or disagree	18.30%	13.79%	16.42%	22.71%
		Disagree	10.03%	9.48%	9.49%	10.63%
		Strongly disagree	5.21%	6.90%	5.11%	4.35%
	What is expected of me in my work is made completely clear to me	Strongly agree	16.81%	14.66%	22.34%	11.06%
		Agree	46.76%	45.69%	43.22%	52.88%
		Neither agree or disagree	18.47%	17.24%	15.38%	22.60%
		Disagree	13.88%	14.66%	15.38%	11.54%
		Strongly disagree	4.08%	7.76%	3.66%	1.92%
	I have confidence in the leadership skills of my manager	Strongly agree	24.58%	25.22%	30.88%	16.43%
		Agree	39.46%	40.00%	37.13%	43.00%
		Neither agree or disagree	19.90%	16.52%	16.18%	26.57%
		Disagree	10.42%	11.30%	10.66%	9.18%
		Strongly disagree	5.64%	6.96%	5.15%	4.83%
	My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree	19.43%	19.83%	25.46%	11.65%
		Agree	34.67%	37.07%	32.84%	36.41%
		Neither agree or disagree	22.45%	20.69%	21.03%	24.76%
		Disagree	16.36%	15.52%	13.28%	20.87%
		Strongly disagree	7.09%	6.90%	7.38%	6.31%
	My manager is an excellent role model for me	Strongly agree	18.62%	19.13%	22.88%	13.04%
		Agree	32.89%	33.91%	35.06%	30.43%
		Neither agree or disagree	31.21%	28.70%	28.41%	36.23%
		Disagree	11.21%	11.30%	8.86%	14.01%
		Strongly disagree	6.07%	6.96%	4.80%	6.28%
	My manager cares about how satisfied I am in my job	Strongly agree	15.86%	12.93%	20.30%	12.01%
		Agree	39.73%	43.97%	38.75%	30.29%
		Neither agree or disagree	26.71%	25.00%	21.77%	34.62%
		Disagree	13.26%	10.34%	12.55%	16.35%
		Strongly disagree	4.44%	7.76%	6.64%	6.73%
	I feel confident that my manager will deal with any issues that I raise with them	Strongly agree	20.00%	19.83%	23.90%	15.38%
		Agree	41.50%	45.69%	38.24%	43.75%
		Neither agree or disagree	21.00%	18.97%	20.59%	23.08%
		Disagree	11.05%	9.48%	11.40%	11.06%
		Strongly disagree	6.45%	6.03%	5.88%	6.73%
	My manager exhibits the CREATE values the majority of the time	Strongly agree	19.10%	15.52%	25.83%	12.62%
		Agree	41.54%	49.14%	38.38%	42.23%
		Neither agree or disagree	26.63%	24.14%	23.62%	32.04%
		Disagree	6.90%	5.17%	6.27%	8.25%
		Strongly disagree	5.83%	6.03%	5.90%	4.85%

Colour key
Most positive result
Most negative result

			Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
The leadership	I have confidence in the leadership skills of the senior leadership team	Strongly agree	5.91%	3.54%	9.26%	2.94%
		Agree	30.07%	34.51%	30.74%	27.45%
		Neither agree or disagree	34.80%	36.28%	29.63%	40.69%
		Disagree	20.78%	21.24%	21.48%	19.61%
		Strongly disagree	8.45%	4.42%	8.89%	9.31%
	I have confidence in the leadership skills of members	Strongly agree	2.54%	1.77%	3.70%	1.48%
		Agree	14.89%	15.04%	18.52%	10.84%
		Neither agree or disagree	40.78%	43.36%	42.96%	35.96%
		Disagree	26.73%	28.32%	23.33%	30.54%
		Strongly disagree	15.06%	11.50%	11.48%	21.18%
	The senior leadershp team are visible and approachable	Strongly agree	7.77%	6.19%	11.48%	3.92%
		Agree	27.70%	31.86%	27.78%	25.98%
		Neither agree or disagree	27.70%	31.86%	23.33%	31.37%
		Disagree	25.00%	23.89%	24.81%	25.00%
		Strongly disagree	11.82%	6.19%	12.59%	13.73%
	Members are visible and approachable	Strongly agree	3.39%	5.36%	4.46%	0.98%
		Agree	15.08%	24.11%	13.75%	11.76%
		Neither agree or disagree	32.03%	29.46%	33.83%	32.35%
		Disagree	29.15%	28.57%	29.00%	28.92%
		Strongly disagree	20.34%	12.50%	18.96%	25.98%
	The senior leadership team have a plan that I believe in	Strongly agree	3.56%	0.89%	6.30%	1.48%
		Agree	18.31%	15.18%	23.70%	13.30%
		Neither agree or disagree	45.25%	54.46%	40.37%	46.80%
		Disagree	19.83%	23.21%	18.15%	20.69%
		Strongly disagree	13.05%	6.25%	11.48%	17.73%
	The senior leadership team consistently exhibit the CREATE values	Strongly agree	4.08%	0.88%	7.14%	1.96%
		Agree	17.69%	14.16%	21.43%	15.20%
		Neither agree or disagree	50.17%	58.41%	44.74%	52.45%
		Disagree	16.50%	20.35%	15.04%	16.67%
		Strongly disagree	11.56%	6.19%	11.65%	13.73%
	Members consistently exhibit the CREATE values when I directly interact with them	Strongly agree	2.90%	0.88%	5.28%	0.99%
		Agree	10.41%	11.50%	12.08%	7.88%
		Neither agree or disagree	53.92%	50.44%	56.60%	52.71%
		Disagree	17.58%	23.89%	13.96%	18.72%
		Strongly disagree	15.19%	13.27%	12.08%	19.70%

			Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
The council	I am happy with the direction the council is going in	Strongly agree	3.43%	0.89%	6.74%	0.50%
		Agree	19.38%	18.75%	20.97%	18.50%
		Neither agree or disagree	39.11%	43.75%	39.70%	35.50%
		Disagree	26.42%	25.00%	23.97%	31.00%
		Strongly disagree	11.66%	11.61%	8.61%	14.50%
	On most occasions the Council tries to do what is best and isn't strictly governed by budget concers	Strongly agree	2.74%	2.68%	3.73%	1.50%
		Agree	17.12%	23.21%	17.54%	14.00%
		Neither agree or disagree	29.62%	24.11%	29.85%	32.50%
		Disagree	31.68%	35.71%	33.21%	27.50%
		Strongly disagree	18.84%	14.29%	15.67%	24.50%
	The majority of service areas and teams across the council work well together	Strongly agree	3.95%	2.70%	4.85%	3.50%
		Agree	41.34%	45.05%	44.03%	37.00%
		Neither agree or disagree	32.42%	29.73%	32.09%	33.50%
		Disagree	16.30%	16.22%	13.43%	20.00%
		Strongly disagree	6.00%	6.31%	5.60%	6.00%
	I feel proud to work for the council	Strongly agree	10.10%	7.14%	13.06%	8.00%
		Agree	37.67%	37.50%	35.82%	41.00%
		Neither agree or disagree	34.93%	38.39%	37.31%	29.50%
		Disagree	12.50%	13.39%	10.45%	14.50%
		Strongly disagree	4.79%	3.57%	3.36%	7.00%
	The council considers the views of me and my colleagues	Strongly agree	4.28%	2.70%	6.72%	1.99%
		Agree	19.52%	18.02%	20.90%	18.91%
		Neither agree or disagree	32.36%	38.74%	32.46%	29.85%
		Disagree	29.11%	27.93%	26.49%	32.84%
		Strongly disagree	14.73%	12.61%	13.43%	16.42%
	The people I work with exhibit the CREATE values on a regular basis	Strongly agree	11.45%	8.93%	13.81%	9.95%
		Agree	45.98%	45.54%	46.64%	46.27%
		Neither agree or disagree	32.48%	33.93%	30.97%	33.33%
		Disagree	7.69%	10.71%	5.97%	7.96%
		Strongly disagree	2.39%	0.89%	2.61%	2.49%

			Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
Service Excellence	The council provides a great service to our residents	Strongly agree	9.08%	6.31%	10.69%	8.67%
		Agree	42.41%	49.55%	36.26%	47.45%
		Neither agree or disagree	33.16%	31.53%	37.40%	28.57%
		Disagree	12.22%	9.91%	12.98%	12.24%
		Strongly disagree	3.14%	2.70%	2.67%	3.06%
	The council is a proactive organisation, planning for the future instead of reacting to circumstances	Strongly agree	5.59%	3.60%	7.98%	3.61%
		Agree	34.79%	35.14%	34.60%	36.08%
		Neither agree or disagree	33.04%	35.14%	33.84%	30.93%
		Disagree	18.01%	16.22%	15.97%	21.13%
		Strongly disagree	8.57%	9.91%	7.60%	8.25%
	Overall communication with staff across the council is effective and timely	Strongly agree	5.58%	3.60%	7.60%	4.10%
		Agree	35.06%	37.84%	36.12%	34.36%
		Neither agree or disagree	27.23%	24.32%	28.90%	27.18%
		Disagree	22.86%	26.13%	19.39%	25.13%
		Strongly disagree	8.73%	8.11%	7.98%	9.23%
	Staff have the freedom to do what is needed to provide a great service for our residents	Strongly agree	3.68%	1.82%	4.58%	3.59%
		Agree	19.96%	18.18%	21.76%	18.97%
		Neither agree or disagree	34.68%	47.27%	31.68%	32.31%
		Disagree	31.70%	26.36%	33.21%	32.31%
		Strongly disagree	9.98%	6.36%	8.78%	12.82%
	The council is an organisation that can be trusted by our residents	Strongly agree	5.44%	3.64%	8.05%	3.08%
		Agree	38.07%	44.55%	34.10%	40.51%
		Neither agree or disagree	36.67%	31.82%	39.85%	35.90%
		Disagree	13.68%	14.55%	12.26%	14.36%
		Strongly disagree	6.14%	5.45%	5.75%	6.15%
	Delivering great service is rewarded here	Strongly agree	4.02%	1.80%	5.34%	3.59%
		Agree	19.76%	12.61%	20.99%	22.56%
		Neither agree or disagree	32.34%	38.74%	33.97%	27.18%
		Disagree	31.82%	34.23%	30.15%	33.33%
		Strongly disagree	12.06%	12.61%	9.54%	13.33%
	In general employees understand the expectations of our residents	Strongly agree	7.87%	5.45%	9.13%	7.18%
		Agree	55.07%	50.91%	52.47%	61.03%
		Neither agree or disagree	30.42%	38.18%	30.80%	25.64%
		Disagree	5.07%	3.64%	5.70%	5.13%
		Strongly disagree	1.57%	1.82%	1.90%	1.03%
	Staff constantly seek to improve the services that we offer	Strongly agree	10.82%	5.41%	14.45%	9.23%
		Agree	59.51%	57.66%	58.17%	62.56%
		Neither agree or disagree	24.61%	30.63%	22.81%	23.59%
		Disagree	3.84%	6.31%	3.04%	3.08%
		Strongly disagree	1.22%	0.00%	1.52%	1.54%
	I have the support needed to provide a great service	Strongly agree	6.99%	5.41%	10.27%	3.61%
		Agree	32.34%	30.63%	33.84%	32.47%
		Neither agree or disagree	35.31%	36.94%	33.84%	36.60%
		Disagree	19.41%	20.72%	17.11%	21.65%
		Strongly disagree	5.94%	6.31%	4.94%	5.67%

		Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
How do you feel at work (Calm - Stressed)	Calm - 1	2.27%	1.80%	2.67%	2.05%
	2	4.02%	1.80%	4.58%	4.10%
	3	7.17%	2.70%	9.16%	6.67%
	4	6.29%	7.21%	5.34%	7.18%
	5	10.84%	13.51%	10.69%	9.74%
	6	10.49%	9.01%	9.54%	12.31%
	7	16.26%	11.71%	18.32%	16.41%
	8	22.55%	31.53%	18.70%	22.56%
	9	13.46%	16.22%	14.12%	11.28%
	Stressed - 10	6.64%	4.50%	6.87%	7.69%

		Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
How do you feel at work (Enthuastic - Bored)	Enthuasiastic - 1	9.95%	5.45%	12.60%	8.25%
	2	15.79%	16.36%	16.03%	15.46%
	3	17.02%	25.45%	15.65%	13.92%
	4	11.05%	10.00%	11.07%	11.86%
	5	18.07%	14.55%	19.08%	19.07%
	6	8.60%	7.27%	8.02%	9.79%
	7	9.82%	5.45%	9.92%	11.86%
	8	4.21%	8.18%	1.53%	5.15%
	9	3.51%	2.73%	4.20%	3.09%
	Bored - 10	2.28%	4.55%	1.91%	1.55%

		Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
How do you feel at work (Satisfied - Unsatisfied)	Satisfied - 1	4.92%	2.70%	5.34%	5.73%
	2	9.67%	9.91%	10.69%	7.81%
	3	12.83%	13.51%	11.45%	14.06%
	4	8.44%	7.21%	9.54%	7.81%
	5	18.80%	21.62%	19.47%	16.67%
	6	10.02%	9.01%	10.31%	10.42%
	7	13.01%	11.71%	12.98%	14.06%
	8	11.07%	12.61%	11.07%	9.90%
	9	5.80%	6.31%	4.58%	7.29%
	Unsatisfied - 10	5.45%	5.41%	4.58%	6.25%

Corporate and Community Services

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
All about you	I am happy with the balance between my work and home life	Strongly agree	10.11%	8.06%	10.00%	0.00%	16.67%	11.11%
		Agree	43.18%	45.97%	50.00%	50.00%	36.67%	44.44%
		Neither agree or disagree	17.82%	12.10%	6.00%	8.33%	13.33%	11.11%
		Disagree	24.24%	28.23%	10.00%	33.33%	30.00%	25.93%
		Strongly disagree	4.65%	5.65%	0.00%	8.33%	3.33%	7.41%
	My work gives me a sense of personal achievement	Strongly agree	11.98%	9.68%	0.00%	4.17%	23.33%	11.11%
		Agree	50.64%	55.65%	60.00%	50.00%	53.33%	51.85%
		Neither agree or disagree	17.73%	12.10%	15.00%	8.33%	10.00%	22.22%
		Disagree	14.86%	16.94%	15.00%	25.00%	13.33%	7.41%
		Strongly disagree	4.79%	5.65%	10.00%	12.50%	0.00%	7.41%
	I am under the correct amount of pressure to preform well in my role	Strongly agree	6.60%	3.25%	0.00%	0.00%	6.67%	3.70%
		Agree	37.04%	35.77%	45.00%	33.33%	36.67%	40.74%
		Neither agree or disagree	21.10%	23.58%	40.00%	25.00%	33.33%	18.52%
		Disagree	25.76%	26.83%	5.00%	25.00%	23.33%	29.63%
		Strongly disagree	9.50%	10.57%	10.00%	16.67%	0.00%	7.41%
	The experience I gain from this job is valuable for my future	Strongly agree	13.50%	13.82%	15.00%	12.50%	23.33%	3.85%
		Agree	42.12%	42.28%	40.00%	45.83%	36.67%	57.69%
		Neither agree or disagree	29.90%	26.83%	30.00%	29.17%	23.33%	23.08%
		Disagree	11.25%	13.82%	10.00%	8.33%	16.67%	11.54%
		Strongly disagree	3.23%	3.25%	5.00%	4.17%	0.00%	3.85%
	I would be happy to still be working at the council in 12 months' time	Strongly agree	16.88%	10.48%	0.00%	13.04%	20.00%	14.81%
		Agree	35.69%	37.10%	60.00%	26.09%	46.67%	44.44%
		Neither agree or disagree	28.14%	29.84%	30.00%	26.09%	20.00%	25.93%
		Disagree	12.38%	18.55%	10.00%	26.09%	13.33%	11.11%
		Strongly disagree	6.91%	4.03%	0.00%	8.70%	0.00%	3.70%
	I am happy with the pay and benefits that I receive for my job	Strongly agree	4.97%	1.61%	0.00%	0.00%	6.67%	3.70%
		Agree	28.37%	25.00%	40.00%	17.39%	30.00%	37.04%
		Neither agree or disagree	24.90%	25.81%	30%	22%	33%	19%
		Disagree	27.40%	32.26%	30.00%	34.78%	23.33%	29.63%
		Strongly disagree	14.36%	15.32%	0.00%	26.09%	6.67%	11.11%

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
Learning and development	My job is good for my own personal growth	Strongly agree	11.71%	11.38%	15.00%	8.33%	20.00%	3.70%
		Agree	39.19%	39.02%	40.00%	37.50%	36.67%	55.56%
		Neither agree or disagree	29.76%	26.83%	20.00%	33.33%	23.33%	22.22%
		Disagree	16.42%	17.89%	15.00%	20.83%	20.00%	14.81%
		Strongly disagree	29.02%	4.88%	10.00%	0.00%	0.00%	3.70%
	I believe that the Council makes effective use of my personal skills and strenghts	Strongly agree	6.33%	5.69%	10.00%	4.17%	10.00%	3.70%
		Agree	37.82%	39.84%	35.00%	50.00%	53.33%	51.85%
		Neither agree or disagree	21.43%	19.51%	15.00%	20.83%	10.00%	18.52%
		Disagree	26.46%	26.02%	30.00%	16.67%	26.67%	14.81%
		Strongly disagree	7.95%	8.94%	10.00%	8.33%	0.00%	11.11%
	The training that I receive is of benefit to me in my job	Strongly agree	9.27%	4.88%		8.33%	13.33%	3.70%
		Agree	44.23%	43.90%	30.00%	33.33%	30.00%	74.07%
		Neither agree or disagree	26.34%	27.64%	50.00%	25.00%	36.67%	14.81%
		Disagree	13.50%	15.45%	10.00%	25.00%	16.67%	3.70%
		Strongly disagree	6.67%	8.13%	10.00%	8.33%	3.33%	3.70%
	I believe that I make a valuable contribution to the success of the Council	Strongly agree	28.73%	30.08%	30.00%	12.50%	53.33%	18.52%
		Agree	50.16%	45.53%	45.00%	62.50%	30.00%	59.26%
		Neither agree or disagree	14.94%	16.26%	20.00%	20.83%	16.67%	11.11%
		Disagree	3.90%	4.88%	0.00%	4.17%	0.00%	3.70%
		Strongly disagree	2.27%	3.25%	5.00%	0.00%	0.00%	7.41%

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
My manager	I receive regular feedback from my line manager regarding my performance against my objectives	Strongly agree	16.11%	12.07%	11.11%	0.00%	13.79%	11.11%
		Agree	43.36%	44.83%	61.11%	43.48%	44.83%	55.56%
		Neither agree or disagree	18.11%	14.66%	5.56%	21.74%	24.14%	18.52%
		Disagree	15.86%	18.10%	16.67%	13.04%	17.24%	3.70%
		Strongly disagree	6.56%	10.34%	5.56%	21.74%	0.00%	11.11%
	My manager deals with issues head-on instead of avoiding conflict	Strongly agree	19.73%	19.83%	27.78%	13.04%	17.24%	14.81%
		Agree	43.65%	41.38%	44.44%	30.43%	41.38%	44.44%
		Neither agree or disagree	19.57%	19.83%	16.67%	21.74%	31.03%	22.22%
		Disagree	11.43%	10.34%	5.56%	21.74%	6.90%	11.11%
		Strongly disagree	90.62%	8.62%	5.56%	13.04%	3.45%	7.41%
	My manager ensures that I have the resources needed to do my job	Strongly agree	13.53%	12.07%	0.00%	4.35%	17.24%	14.81%
		Agree	41.90%	44.83%	77.78%	34.78%	41.38%	51.85%
		Neither agree or disagree	24.21%	22.41%	16.67%	21.74%	34.48%	25.93%
		Disagree	15.33%	14.66%	0.00%	30.43%	6.90%	0.00%
		Strongly disagree	5.03%	6.03%	5.56%	8.70%	0.00%	7.41%
	My manager takes an active interest in my wellbeing	Strongly agree	23.96%	18.97%	11.11%	21.74%	27.59%	7.41%
		Agree	42.60%	50.86%	66.67%	43.48%	41.38%	66.67%
		Neither agree or disagree	18.30%	13.79%	0.00%	21.74%	17.24%	18.52%
		Disagree	10.03%	9.48%	16.67%	4.35%	10.34%	0.00%
		Strongly disagree	5.21%	6.90%	5.56%	8.70%	3.45%	7.41%
	What is expected of me in my work is made completely clear to me	Strongly agree	16.81%	14.66%	22.22%	4.35%	17.24%	14.81%
		Agree	46.76%	45.69%	50.00%	51.17%	55.17%	59.26%
		Neither agree or disagree	18.47%	17.24%	5.56%	17.39%	24.14%	18.52%
		Disagree	13.88%	14.66%	16.67%	13.04%	3.45%	0.00%
		Strongly disagree	4.08%	7.76%	5.56%	13.04%	0.00%	7.41%
	I have confidence in the leadership skills of my manager	Strongly agree	24.58%	25.22%	27.78%	13.04%	37.93%	14.81%
		Agree	39.46%	40.00%	50.00%	43.48%	27.59%	59.26%
		Neither agree or disagree	19.90%	16.52%	11.11%	17.39%	24.14%	11.11%
		Disagree	10.42%	11.30%	0.00%	17.39%	10.34%	7.41%
		Strongly disagree	5.64%	6.96%	11.11%	8.70%	0.00%	7.41%
	My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree	19.43%	19.83%	22.22%	13.04%	31.03%	11.11%
		Agree	34.67%	37.07%	50.00%	30.43%	34.48%	44.44%
		Neither agree or disagree	22.45%	20.69%	5.56%	26.09%	24.14%	29.63%
		Disagree	16.36%	15.52%	16.67%	21.74%	3.45%	7.41%
		Strongly disagree	7.09%	6.90%	5.56%	8.70%	6.90%	7.41%
	My manager is an excellent role model for me	Strongly agree	18.62%	19.13%	16.67%	4.55%	37.93%	14.81%
		Agree	32.89%	33.91%	50.00%	27.27%	27.59%	40.74%
		Neither agree or disagree	31.21%	28.70%	22.22%	31.82%	27.59%	29.63%
		Disagree	11.21%	11.30%	0.00%	27.27%	6.90%	7.41%
		Strongly disagree	6.07%	6.96%	11.11%	9.09%	0.00%	7.41%
	My manager cares about how satisfied I am in my job	Strongly agree	15.86%	12.93%	11.11%	8.70%	20.69%	11.11%
		Agree	39.73%	43.97%	44.44%	39.13%	41.38%	33.33%
		Neither agree or disagree	26.71%	25.00%	22.22%	30.43%	31.03%	33.33%
		Disagree	13.26%	10.34%	5.56%	17.39%	6.90%	11.11%
		Strongly disagree	4.44%	7.76%	16.67%	4.35%	0.00%	11.11%
	I feel confident that my manager will deal with any issues that I raise with them	Strongly agree	20.00%	19.83%	22.22%	13.04%	31.03%	14.81%
		Agree	41.50%	45.69%	55.56%	43.48%	34.48%	48.15%
		Neither agree or disagree	21.00%	18.97%	11.11%	21.74%	24.14%	25.93%
		Disagree	11.05%	9.48%	0.00%	21.74%	10.34%	3.70%
		Strongly disagree	6.45%	6.03%	11.11%	0.00%	0.00%	7.41%
	My manager exhibits the CREATE values the majority of the time	Strongly agree	19.10%	15.52%	11.11%	4.55%	31.03%	7.41%
		Agree	41.54%	49.14%	66.67%	54.55%	37.93%	55.56%
		Neither agree or disagree	26.63%	24.14%	11.11%	18.18%	31.03%	29.63%
		Disagree	6.90%	5.17%	0.00%	18.18%	0.00%	3.70%
		Strongly disagree	5.83%	6.03%	11.11%	4.55%	0.00%	3.70%

Colour key
Most positive result
Most negative result

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
The leadership	I have confidence in the leadership skills of the senior leadership team	Strongly agree	5.91%	3.54%	0.00%	0.00%	7.14%	0.00%
		Agree	30.07%	34.51%	29.41%	21.74%	50.00%	48.15%
		Neither agree or disagree	34.80%	36.28%	47.06%	34.78%	35.71%	37.04%
		Disagree	20.78%	21.24%	17.65%	30.43%	7.14%	7.41%
		Strongly disagree	8.45%	4.42%	5.88%	13.04%	0.00%	7.41%
	I have confidence in the leadership skills of members	Strongly agree	13.04%	1.77%	0.00%	0.00%	7.14%	0.00%
		Agree	26.09%	15.04%	17.65%	9.09%	17.86%	29.63%
		Neither agree or disagree	47.83%	43.36%	58.82%	40.91%	57.14%	40.74%
		Disagree	4.35%	28.32%	23.53%	31.82%	14.29%	22.22%
		Strongly disagree	8.70%	11.50%	0.00%	18.18%	3.57%	7.41%
	The senior leadershp team are visible and approachable	Strongly agree	17.39%	6.19%	0.00%	0.00%	17.86%	0.00%
		Agree	52.17%	31.86%	17.65%	26.09%	35.71%	51.85%
		Neither agree or disagree	8.70%	31.86%	47.06%	43.48%	32.14%	25.93%
		Disagree	8.70%	23.89%	29.41%	21.74%	14.29%	14.81%
		Strongly disagree	13.04%	6.19%	5.88%	8.70%	0.00%	7.41%
	Members are visible and approachable	Strongly agree	13.64%	5.36%	0.00%	0.00%	17.86%	0%
		Agree	27.27%	24.11%	23.53%	26.09%	25.00%	29.63%
		Neither agree or disagree	27.27%	29.46%	29.41%	43.48%	39.29%	29.63%
		Disagree	18.18%	28.57%	41.18%	21.74%	17.86%	29.63%
		Strongly disagree	13.64%	12.50%	5.88%	8.70%	0.00%	11.11%
	The senior leadership team have a plan that I believe in	Strongly agree	13.04%	0.89%	0.00%	0.00%	3.70%	0.00%
		Agree	30.43%	15.18%	5.88%	8.70%	18.52%	25.93%
		Neither agree or disagree	39.13%	54.46%	58.82%	52.17%	66.67%	55.56%
		Disagree	4.35%	23.21%	35.29%	26.09%	7.41%	7.41%
		Strongly disagree	13.04%	6.25%	0.00%	13.04%	3.70%	11.11%
	The senior leadership team consistently exhibit the CREATE values	Strongly agree	13.04%	0.88%	0.00%	0.00%	3.57%	0.00%
		Agree	34.78%	14.16%	5.88%	8.70%	7.14%	33.33%
		Neither agree or disagree	30.43%	58.41%	76.47%	60.87%	71.43%	48.15%
		Disagree	8.70%	20.35%	11.76%	17.39%	14.29%	11.11%
		Strongly disagree	13.04%	6.19%	5.88%	13.04%	3.57%	7.41%
	Members consistently exhibit the CREATE values when I directly interact with them	Strongly agree	13.04%	0.88%	0.00%	0.00%	3.57%	0.00%
		Agree	26.09%	11.50%	11.76%	4.35%	10.71%	22.22%
		Neither agree or disagree	43.48%	50.44%	58.82%	60.87%	53.57%	55.56%
		Disagree	8.70%	23.89%	17.65%	30.43%	28.57%	11.11%
		Strongly disagree	8.70%	13.27%	11.76%	4.35%	3.57%	11.11%

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
The council	I am happy with the direction the council is going in	Strongly agree	3.43%	0.89%	0.00%	0.00%	3.57%	0.00%
		Agree	19.38%	18.75%	5.88%	13.64%	28.57%	37.04%
		Neither agree or disagree	39.11%	43.75%	82.35%	36.36%	46.43%	37.04%
		Disagree	26.42%	25.00%	11.76%	27.27%	17.86%	14.81%
		Strongly disagree	11.66%	11.61%	0.00%	22.73%	3.57%	11.11%
	On most occasions the Council tries to do what is best and isn't strictly governed by budget concers	Strongly agree	2.74%	2.68%	0.00%	4.55%	3.57%	0.00%
		Agree	17.12%	23.21%	35.29%	18.18%	25.00%	37.04%
		Neither agree or disagree	29.62%	24.11%	23.53%	22.73%	32.14%	25.93%
		Disagree	31.68%	35.71%	41.18%	31.82%	35.71%	25.93%
		Strongly disagree	18.84%	14.29%	0.00%	22.73%	3.57%	11.11%
	The majority of service areas and teams across the council work well together	Strongly agree	3.95%	2.70%	0.00%	0.00%	10.71%	0.00%
		Agree	41.34%	45.05%	62.50%	40.91%	46.43%	51.85%
		Neither agree or disagree	32.42%	29.73%	25.00%	18.18%	32.14%	33.33%
		Disagree	16.30%	16.22%	12.50%	27.27%	10.71%	7.41%
		Strongly disagree	6.00%	6.31%	0.00%	13.64%	0.00%	7.41%
	I feel proud to work for the council	Strongly agree	10.10%	7.14%	11.76%	4.55%	10.71%	7.41%
		Agree	37.67%	37.50%	35.29%	27.27%	57.14%	51.85%
		Neither agree or disagree	34.93%	38.39%	47.06%	31.82%	28.57%	22.22%
		Disagree	12.50%	13.39%	5.88%	31.82%	3.57%	11.11%
		Strongly disagree	4.79%	3.57%	0.00%	4.55%	0.00%	7.41%
	The council considers the views of me and my colleagues	Strongly agree	4.28%	2.70%	0.00%	0.00%	7.14%	3.70%
		Agree	19.52%	18.02%	11.76%	13.04%	21.43%	37.04%
		Neither agree or disagree	32.36%	38.74%	52.94%	34.78%	53.57%	37.04%
		Disagree	29.11%	27.93%	35.29%	30.43%	10.71%	14.81%
		Strongly disagree	14.73%	12.61%	0.00%	21.74%	7.14%	7.41%
	The people I work with exhibit the CREATE values on a regular basis	Strongly agree	11.45%	8.93%	17.65%	0.00%	21.43%	0.00%
		Agree	45.98%	45.54%	29.41%	43.48%	39.29%	62.96%
		Neither agree or disagree	32.48%	33.93%	52.94%	52.17%	35.71%	14.81%
		Disagree	7.69%	10.71%	0.00%	4.35%	3.57%	14.81%
		Strongly disagree	2.39%	0.89%	0.00%	0.00%	0.00%	7.41%

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
Service Excellence	The council provides a great service to our residents	Strongly agree	9.08%	6.31%	6.25%	4.35%	10.71%	7.41%
		Agree	42.41%	49.55%	50.00%	30.43%	50.00%	62.96%
		Neither agree or disagree	33.16%	31.53%	37.50%	39.13%	32.14%	22.22%
		Disagree	12.22%	9.91%	6.25%	17.39%	7.14%	0.00%
		Strongly disagree	3.14%	2.70%	0.00%	8.70%	0.00%	7.41%
	The council is a proactive organisation, planning for the future instead of reacting to circumstances	Strongly agree	5.59%	3.60%	0.00%	4.55%	7.14%	3.70%
		Agree	34.79%	35.14%	37.50%	13.64%	46.43%	62.96%
		Neither agree or disagree	33.04%	35.14%	43.75%	31.82%	35.71%	14.81%
		Disagree	18.01%	16.22%	12.50%	22.73%	7.14%	11.11%
		Strongly disagree	8.57%	9.91%	6.25%	27.27%	3.57%	7.41%
	Overall communication with staff across the council is effective and timely	Strongly agree	5.58%	3.60%	12.50%	0.00%	3.57%	3.70%
		Agree	35.06%	37.84%	31.25%	18.18%	50.00%	62.96%
		Neither agree or disagree	27.23%	24.32%	31.25%	22.73%	21.43%	14.81%
		Disagree	22.86%	26.13%	25.00%	40.91%	17.86%	11.11%
		Strongly disagree	8.73%	8.11%	0.00%	18.18%	7.14%	7.41%
	Staff have the freedom to do what is needed to provide a great service for our residents	Strongly agree	3.68%	1.82%	0.00%	0.00%	7.14%	7.41%
		Agree	19.96%	18.18%	6.25%	9.52%	32.14%	33.33%
		Neither agree or disagree	34.68%	47.27%	75.00%	57.14%	42.86%	37.04%
		Disagree	31.70%	26.36%	18.75%	19.05%	17.86%	14.81%
		Strongly disagree	9.98%	6.36%	0.00%	14.29%	0.00%	7.41%
	The council is an organisation that can be trusted by our residents	Strongly agree	5.44%	3.64%	6.25%	0.00%	3.57%	11.11%
		Agree	38.07%	44.55%	50.00%	28.57%	57.14%	55.56%
		Neither agree or disagree	36.67%	31.82%	25.00%	38.10%	21.43%	29.63%
		Disagree	13.68%	14.55%	18.75%	23.81%	17.86%	0.00%
		Strongly disagree	6.14%	5.45%	0.00%	9.52%	0.00%	3.70%
	Delivering great service is rewarded here	Strongly agree	4.02%	1.80%	0.00%	0.00%	3.57%	7.41%
		Agree	19.76%	12.61%	6.25%	9.09%	14.29%	18.52%
		Neither agree or disagree	32.34%	38.74%	56.25%	31.82%	46.43%	40.74%
		Disagree	31.82%	34.23%	31.25%	40.91%	25.00%	22.22%
		Strongly disagree	12.06%	12.61%	6.25%	18.18%	10.71%	11.11%
	In general employees understand the expectations of our residents	Strongly agree	7.87%	5.45%	18.75%	4.76%	3.57%	7.41%
		Agree	55.07%	50.91%	62.50%	38.10%	50.00%	51.85%
		Neither agree or disagree	30.42%	38.18%	18.75%	38.10%	42.86%	33.33%
		Disagree	5.07%	3.64%	0.00%	19.05%	3.57%	0.00%
		Strongly disagree	1.57%	1.82%	0.00%	0.00%	0.00%	7.41%
	Staff constantly seek to improve the services that we offer	Strongly agree	10.82%	5.41%	12.50%	0.00%	7.14%	7.41%
		Agree	59.51%	57.66%	56.25%	45.45%	60.71%	66.67%
		Neither agree or disagree	24.61%	30.63%	25.00%	45.45%	28.57%	14.81%
		Disagree	3.84%	6.31%	6.25%	4.55%	3.57%	3.70%
		Strongly disagree	1.22%	0.00%	0.00%	4.55%	0.00%	7.41%
	I have the support needed to provide a great service	Strongly agree	6.99%	5.41%	0.00%	0.00%	14.29%	11.11%
		Agree	32.34%	30.63%	43.75%	22.73%	35.71%	25.93%
		Neither agree or disagree	35.31%	36.94%	43.75%	31.82%	35.71%	44.44%
		Disagree	19.41%	20.72%	6.25%	27.27%	10.71%	11.11%
		Strongly disagree	5.94%	6.31%	6.25%	18.18%	3.57%	7.41%

		Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
How do you feel at work (Calm - Stressed)	Calm - 1	2.27%	1.80%	0.00%	0.00%	3.57%	3.70%
	2	4.02%	1.80%	6.25%	4.55%	3.57%	3.70%
	3	7.17%	2.70%	6.25%	0.00%	0.00%	3.70%
	4	6.29%	7.21%	0.00%	18.18%	10.71%	3.70%
	5	10.84%	13.51%	18.75%	9.09%	10.71%	18.52%
	6	10.49%	9.01%	18.75%	4.55%	10.71%	14.81%
	7	16.26%	11.71%	25.00%	13.64%	21.43%	0.00%
	8	22.55%	31.53%	25.00%	22.73%	21.43%	29.63%
	9	13.46%	16.22%	0.00%	22.73%	10.71%	14.81%
	Stressed - 10	6.64%	4.50%	0.00%	4.55%	7.14%	7.41%

		Council	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
How do you feel at work (Enthuasiastic - Bored)	Enthuasiastic - 1	9.95%	5.45%	12.50%	0.00%	7.14%	3.85%
	2	15.79%	16.36%	31.25%	13.64%	25.00%	7.69%
	3	17.02%	25.45%	12.50%	18.18%	25.00%	30.77%
	4	11.05%	10.00%	6.25%	31.82%	7.14%	7.69%
	5	18.07%	14.55%	12.50%	9.09%	10.71%	23.08%
	6	8.60%	7.27%	0.00%	9.09%	10.71%	11.54%
	7	9.82%	5.45%	18.75%	9.09%	3.57%	3.85%
	8	4.21%	8.18%	0.00%	9.09%	0.00%	3.85%
	9	3.51%	2.73%	0.00%	0.00%	7.14%	
	Bored - 10	2.28%	4.55%	6.25%	0.00%	3.57%	7.69%

		Council	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
How do you feel at work (Satisfied - Unsatisfied)	Satisfied - 1	4.92%	2.70%	0.00%	0.00%	0.00%	3.70%
	2	9.67%	9.91%	6.25%	4.55%	21.43%	7.41%
	3	12.83%	13.51%	12.50%	22.73%	14.29%	18.52%
	4	8.44%	7.21%	0.00%	9.09%	10.71%	3.70%
	5	18.80%	21.62%	37.50%	18.18%	14.29%	14.81%
	6	10.02%	9.01%	18.85%	4.55%	7.14%	11.11%
	7	13.01%	11.71%	18.75%	4.55%	14.29%	18.52%
	8	11.07%	12.61%	6.25%	13.64%	7.14%	14.81%
	9	5.80%	6.31%	0.00%	13.64%	7.14%	0.00%
	Unsatisfied - 10	5.45%	5.41%	0.00%	9.09%	3.57%	7.41%

Adult, Children and Health Services

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
All about you	I am happy with the balance between my work and home life	Strongly agree	10.11%	10.75%	9.09%	10.47%	3.45%	8.70%	14.29%
		Agree	43.18%	40.50%	31.82%	40.70%	34.48%	39.13%	57.14%
		Neither agree or disagree	17.82%	19.35%	24.24%	16.28%	27.59%	26.09%	9.52%
		Disagree	24.24%	24.01%	27.27%	25.58%	34.48%	17.39%	19.05%
		Strongly disagree	4.65%	5.38%	7.58%	6.98%	0.00%	8.70%	0.00%
	My work gives me a sense of personal achievement	Strongly agree	11.98%	15.30%	9.09%	16.09%	13.79%	13.04%	19.05%
		Agree	50.64%	50.18%	54.55%	42.53%	58.62%	52.17%	47.62%
		Neither agree or disagree	17.73%	17.44%	13.64%	20.69%	24.14%	21.74%	19.05%
		Disagree	14.86%	13.17%	15.15%	16.09%	3.45%	8.70%	14.29%
		Strongly disagree	4.79%	3.91%	7.58%	4.60%	0.00%	4.35%	0.00%
	I am under the correct amount of pressure to preform well in my role	Strongly agree	6.60%	8.57%	3.03%	11.49%	6.90%	13.04%	14.29%
		Agree	37.04%	36.43%	31.82%	27.59%	31.03%	43.48%	38.10%
		Neither agree or disagree	21.10%	20.00%	21.21%	25.29%	27.59%	21.74%	14.29%
		Disagree	25.76%	26.43%	28.79%	25.29%	34.48%	13.04%	28.57%
		Strongly disagree	9.50%	8.57%	15.15%	10.34%	0.00%	8.70%	4.76%
	The experience I gain from this job is valuable for my future	Strongly agree	13.50%	16.01%	7.58%	20.69%	10.34%	26.09%	19.05%
		Agree	42.12%	45.55%	50.00%	45.98%	37.93%	39.13%	47.62%
		Neither agree or disagree	29.90%	28.47%	31.82%	24.14%	44.83%	21.74%	23.81%
		Disagree	11.25%	7.12%	9.09%	4.60%	6.90%	8.70%	9.52%
		Strongly disagree	3.23%	2.85%	1.52%	4.60%	0.00%	4.35%	0.00%
	I would be happy to still be working at the council in 12 months' time	Strongly agree	16.88%	20.86%	12.12%	30.23%	17.24%	17.39%	19.05%
		Agree	35.69%	33.57%	28.79%	24.42%	51.72%	39.13%	52.38%
		Neither agree or disagree	28.14%	26.43%	39.39%	20.93%	24.14%	21.74%	23.81%
		Disagree	12.38%	12.50%	12.12%	13.95%	6.90%	13.04%	4.76%
		Strongly disagree	6.91%	7.14%	7.58%	10.47%	0.00%	8.70%	0.00%
	I am happy with the pay and benefits that I receive for my job	Strongly agree	4.97%	6.41%	4.55%	8.05%	3.45%	8.70%	14.29%
		Agree	28.37%	30.25%	22.73%	27.59%	34.48%	34.78%	47.62%
		Neither agree or disagree	24.90%	25.00%	33.33%	17.24%	41.38%	13.04%	14.29%
		Disagree	27.40%	26.33%	24.24%	28.74%	17.24%	39.13%	23.81%
		Strongly disagree	14.36%	12.46%	15.15%	18.39%	3.45%	4.35%	0.00%

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
Learning and development	My job is good for my own personal growth	Strongly agree	11.71%	14.86%	7.58%	16.47%	17.24%	17.39%	20.00%
		Agree	39.19%	39.86%	37.88%	34.12%	41.38%	39.13%	50.00%
		Neither agree or disagree	29.76%	30.07%	36.36%	35.29%	27.59%	26.09%	20.00%
		Disagree	16.42%	12.68%	16.67%	9.41%	13.79%	13.04%	10.00%
		Strongly disagree	29.02%	2.54%	1.52%	4.71%	0.00%	4.35%	0.00%
	I believe that the Council makes effective use of my personal skills and strenghts	Strongly agree	6.33%	7.94%	1.52%	9.30%	6.90%	13.04%	20.00%
		Agree	37.82%	36.10%	25.76%	37.21%	51.72%	39.13%	35.00%
		Neither agree or disagree	21.43%	24.19%	33.33%	22.09%	20.69%	21.74%	25.00%
		Disagree	26.46%	24.91%	28.79%	24.42%	20.69%	17.39%	15.00%
		Strongly disagree	7.95%	6.86%	10.61%	6.98%	0.00%	8.70%	5.00%
	The training that I receive is of benefit to me in my job	Strongly agree	9.27%	11.19%	7.69%	19.54%	3.45%	8.70%	10.00%
		Agree	44.23%	49.10%	44.62%	52.87%	48.28%	34.78%	45.00%
		Neither agree or disagree	26.34%	24.19%	30.77%	14.94%	27.59%	26.09%	30.00%
		Disagree	13.50%	11.91%	12.31%	10.34%	17.24%	21.74%	15.00%
		Strongly disagree	6.67%	3.61%	4.62%	2.30%	3.45%	8.70%	0.00%
	I believe that I make a valuable contribution to the success of the Council	Strongly agree	28.73%	29.50%	27.27%	34.48%	20.69%	17.39%	40.00%
		Agree	50.16%	50.36%	43.94%	45.98%	58.62%	60.87%	50.00%
		Neither agree or disagree	14.94%	14.03%	19.70%	12.64%	20.69%	17.39%	10.00%
		Disagree	3.90%	3.60%	4.55%	3.45%	0.00%	4.35%	0.00%
		Strongly disagree	2.27%	2.52%	4.55%	3.45%	0.00%	0.00%	0.00%

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
My manager	I receive regular feedback from my line manager regarding my performance against my objectives	Strongly agree	16.11%	19.71%	17.19%	24.14%	24.14%	17.39%	14.29%
		Agree	43.36%	44.89%	42.19%	41.38%	34.48%	39.13%	66.67%
		Neither agree or disagree	18.11%	17.15%	17.19%	18.39%	24.14%	13.04%	9.52%
		Disagree	15.86%	13.87%	17.19%	12.64%	13.79%	21.74%	9.52%
		Strongly disagree	6.56%	4.38%	6.25%	3.45%	3.45%	8.70%	0.00%
	My manager deals with issues head-on instead of avoiding conflict	Strongly agree	19.73%	22.34%	21.88%	26.44%	27.59%	17.39%	19.05%
		Agree	43.65%	43.22%	50.00%	39.08%	20.69%	47.83%	42.86%
		Neither agree or disagree	19.57%	19.78%	18.75%	17.24%	41.38%	17.39%	14.29%
		Disagree	11.43%	9.16%	4.69%	11.49%	6.90%	4.35%	14.29%
		Strongly disagree	90.62%	5.49%	4.69%	5.75%	3.45%	13.04%	9.52%
	My manager ensures that I have the resources needed to do my job	Strongly agree	13.53%	16.18%	15.63%	18.39%	14.29%	17.39%	14.29%
		Agree	41.90%	42.65%	43.75%	35.63%	35.71%	39.13%	52.38%
		Neither agree or disagree	24.21%	23.53%	23.44%	22.99%	35.71%	21.74%	14.29%
		Disagree	15.33%	12.87%	14.06%	18.39%	10.71%	8.70%	14.29%
		Strongly disagree	5.03%	4.78%	3.13%	4.60%	3.57%	13.04%	4.76%
	My manager takes an active interest in my wellbeing	Strongly agree	23.96%	29.20%	26.56%	33.33%	27.59%	30.43%	28.57%
		Agree	42.60%	39.78%	37.50%	28.74%	48.28%	34.78%	52.38%
		Neither agree or disagree	18.30%	16.42%	23.44%	17.24%	17.24%	21.74%	0.00%
		Disagree	10.03%	9.49%	7.81%	13.79%	0.00%	4.35%	19.05%
		Strongly disagree	5.21%	5.11%	4.69%	6.90%	6.90%	8.70%	0.00%
	What is expected of me in my work is made completely clear to me	Strongly agree	16.81%	22.34%	17.19%	31.03%	24.14%	17.39%	14.29%
		Agree	46.76%	43.22%	53.13%	35.63%	44.83%	47.83%	47.62%
		Neither agree or disagree	18.47%	15.38%	4.69%	17.24%	24.14%	17.39%	19.05%
		Disagree	13.88%	15.38%	17.19%	13.79%	6.90%	13.04%	14.29%
		Strongly disagree	4.08%	3.66%	7.81%	2.30%	0.00%	4.35%	4.76%
	I have confidence in the leadership skills of my manager	Strongly agree	24.58%	30.88%	25.00%	35.63%	27.59%	26.09%	38.10%
		Agree	39.46%	37.13%	43.75%	32.18%	37.93%	26.09%	42.86%
		Neither agree or disagree	19.90%	16.18%	15.63%	17.24%	27.59%	30.43%	0.00%
		Disagree	10.42%	10.66%	9.38%	10.34%	3.45%	4.35%	14.29%
		Strongly disagree	5.64%	5.15%	6.25%	4.60%	3.45%	13.04%	4.76%
	My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree	19.43%	25.46%	25.00%	31.40%	17.24%	26.09%	23.81%
		Agree	34.67%	32.84%	26.69%	26.74%	44.83%	43.48%	38.10%
		Neither agree or disagree	22.45%	21.03%	20.31%	17.44%	31.03%	8.70%	19.05%
		Disagree	16.36%	13.28%	15.63%	17.44%	0.00%	8.70%	14.29%
		Strongly disagree	7.09%	7.38%	9.38%	6.98%	6.90%	13.04%	4.76%
	My manager is an excellent role model for me	Strongly agree	18.62%	22.88%	17.19%	27.59%	17.86%	26.09%	23.81%
		Agree	32.89%	35.06%	37.50%	31.03%	39.29%	26.09%	47.62%
		Neither agree or disagree	31.21%	28.41%	35.94%	28.74%	32.14%	26.09%	9.52%
		Disagree	11.21%	8.86%	4.69%	6.90%	7.14%	13.04%	14.29%
		Strongly disagree	6.07%	4.80%	4.69%	5.75%	3.57%	8.70%	4.76%
	My manager cares about how satisfied I am in my job	Strongly agree	15.86%	20.30%	12.50%	24.14%	25.00%	13.04%	28.57%
		Agree	39.73%	38.75%	43.75%	31.03%	28.57%	47.83%	47.62%
		Neither agree or disagree	26.71%	21.77%	25.00%	22.99%	39.29%	21.74%	4.76%
		Disagree	13.26%	12.55%	12.50%	13.79%	0.00%	4.35%	19.05%
		Strongly disagree	4.44%	6.64%	6.25%	8.05%	7.14%	13.04%	0.00%
	I feel confident that my manager will deal with any issues that I raise with them	Strongly agree	20.00%	23.90%	20.31%	32.18%	17.24%	26.09%	19.05%
		Agree	41.50%	38.24%	37.50%	28.74%	37.93%	30.43%	61.90%
		Neither agree or disagree	21.00%	20.59%	26.56%	18.39%	37.93%	13.04%	4.76%
		Disagree	11.05%	11.40%	7.81%	14.94%	3.45%	17.39%	9.52%
		Strongly disagree	6.45%	5.88%	7.81%	5.75%	3.45%	13.04%	4.76%
	My manager exhibits the CREATE values the majority of the time	Strongly agree	19.10%	25.83%	17.19%	33.33%	24.14%	26.09%	23.81%
		Agree	41.54%	38.38%	42.19%	32.18%	41.38%	30.43%	57.14%
		Neither agree or disagree	26.63%	23.62%	29.69%	20.69%	31.03%	26.09%	0.00%
		Disagree	6.90%	6.27%	4.69%	5.75%	0.00%	4.35%	19.05%
		Strongly disagree	5.83%	5.90%	6.25%	8.05%	3.45%	13.04%	0.00%

Colour key
Most positive result
Most negative result

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
The leadership	I have confidence in the leadership skills of the senior leadership team	Strongly agree	5.91%	9.26%	3.17%	12.64%	10.71%	17.39%	9.52%
		Agree	30.07%	30.74%	24.40%	25.29%	32.14%	39.13%	52.38%
		Neither agree or disagree	34.80%	29.63%	31.75%	26.44%	46.43%	21.74%	23.81%
		Disagree	20.78%	21.48%	26.98%	22.99%	10.71%	13.04%	14.29%
		Strongly disagree	8.45%	8.89%	12.70%	12.64%	0.00%	8.70%	0.00%
	I have confidence in the leadership skills of members	Strongly agree	13.04%	3.70%	1.59%	3.45%	3.57%	13.04%	4.76%
		Agree	26.09%	18.52%	15.87%	21.84%	7.14%	26.09%	23.81%
		Neither agree or disagree	47.83%	42.96%	50.79%	34.48%	64.29%	47.83%	47.62%
		Disagree	4.35%	23.33%	20.63%	25.29%	17.86%	4.35%	23.81%
		Strongly disagree	8.70%	11.48%	11.11%	14.94%	7.14%	8.70%	0.00%
	The senior leadershp team are visible and approachable	Strongly agree	17.39%	11.48%	6.35%	11.49%	14.29%	17.39%	28.57%
		Agree	52.17%	27.78%	25.40%	16.09%	25.00%	52.17%	38.10%
		Neither agree or disagree	8.70%	23.33%	26.98%	27.29%	39.29%	8.70%	14.29%
		Disagree	8.70%	24.81%	30.16%	25.29%	17.86%	8.70%	19.05%
		Strongly disagree	13.04%	12.59%	11.11%	19.54%	3.57%	13.04%	0.00%
	Members are visible and approachable	Strongly agree	13.64%	4.46%	0.00%	4.60%	7.14%	13.64%	4.76%
		Agree	27.27%	13.75%	14.29%	10.34%	10.71%	27.27%	19.05%
		Neither agree or disagree	27.27%	33.83%	38.10%	33.33%	42.86%	27.27%	38.10%
		Disagree	18.18%	29.00%	30.16%	28.94%	25.00%	18.18%	28.57%
		Strongly disagree	13.64%	18.96%	17.46%	22.99%	14.29%	13.64%	9.52%
	The senior leadership team have a plan that I believe in	Strongly agree	13.04%	6.30%	6.35%	4.60%	7.14%	13.04%	9.52%
		Agree	30.43%	23.70%	20.63%	18.39%	14.29%	30.43%	42.86%
		Neither agree or disagree	39.13%	40.37%	46.03%	37.39%	64.29%	39.13%	28.57%
		Disagree	4.35%	18.15%	19.05%	18.39%	14.29%	4.35%	19.05%
		Strongly disagree	13.04%	11.48%	7.94%	20.69%	0.00%	13.04%	0.00%
	The senior leadership team consistently exhibit the CREATE values	Strongly agree	13.04%	7.14%	3.23%	8.14%	7.14%	13.04%	19.05%
		Agree	34.78%	21.43%	24.19%	17.44%	29.63%	34.78%	23.81%
		Neither agree or disagree	30.43%	44.74%	50.00%	41.86%	55.56%	30.43%	23.81%
		Disagree	8.70%	15.04%	14.52%	15.12%	7.41%	8.70%	33.33%
		Strongly disagree	13.04%	11.65%	8.06%	17.44%	0.00%	13.04%	0.00%
	Members consistently exhibit the CREATE values when I directly interact with them	Strongly agree	13.04%	5.28%	3.23%	5.88%	3.70%	13.04%	9.52%
		Agree	26.09%	12.08%	12.90%	11.76%	3.70%	26.09%	9.52%
		Neither agree or disagree	43.48%	56.60%	59.68%	50.59%	88.89%	43.48%	47.62%
		Disagree	8.70%	13.96%	14.52%	12.94%	0.00%	8.70%	28.57%
		Strongly disagree	8.70%	12.08%	9.68%	18.82%	3.70%	8.70%	4.76%

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
The council	I am happy with the direction the council is going in	Strongly agree	3.43%	6.74%	1.61%	4.60%	3.85%	17.39%	19.05%
		Agree	19.38%	20.97%	22.58%	18.39%	15.38%	21.74%	33.33%
		Neither agree or disagree	39.11%	39.70%	41.94%	34.48%	61.54%	39.13%	28.57%
		Disagree	26.42%	23.97%	29.03%	26.44%	19.23%	13.04%	19.05%
		Strongly disagree	11.66%	8.61%	4.84%	16.09%	0.00%	8.70%	0.00%
	On most occasions the Council tries to do what is best and isn't strictly governed by budget concers	Strongly agree	2.74%	3.73%	0.00%	2.30%	3.85%	8.70%	14.29%
		Agree	17.12%	17.54%	14.29%	14.94%	11.54%	30.43%	19.05%
		Neither agree or disagree	29.62%	29.85%	38.10%	29.89%	30.77%	30.43%	28.57%
		Disagree	31.68%	33.21%	34.92%	27.59%	50.00%	13.04%	33.33%
		Strongly disagree	18.84%	15.67%	12.70%	25.29%	3.85%	17.39%	4.76%
	The majority of service areas and teams across the council work well together	Strongly agree	3.95%	4.85%	3.17%	4.60%	0.00%	8.70%	23.81%
		Agree	41.34%	44.03%	41.27%	40.23%	50.00%	43.48%	42.86%
		Neither agree or disagree	32.42%	32.09%	34.92%	32.18%	34.62%	21.74%	23.81%
		Disagree	16.30%	13.43%	11.11%	16.09%	15.38%	21.74%	9.52%
		Strongly disagree	6.00%	5.60%	9.52%	6.90%	0.00%	4.35%	0.00%
	I feel proud to work for the council	Strongly agree	10.10%	13.06%	9.52%	17.24%	3.85%	17.39%	19.05%
		Agree	37.67%	35.82%	31.75%	39.08%	42.31%	56.52%	38.10%
		Neither agree or disagree	34.93%	37.31%	50.79%	27.59%	50.00%	21.74%	33.33%
		Disagree	12.50%	10.45%	3.17%	11.49%	3.85%	4.35%	4.76%
		Strongly disagree	4.79%	3.36%	4.76%	4.60%	0.00%	0.00%	4.76%
	The council considers the views of me and my colleagues	Strongly agree	4.28%	6.72%	1.59%	4.60%	7.69%	13.04%	33.33%
		Agree	19.52%	20.90%	23.81%	19.54%	7.69%	26.09%	23.81%
		Neither agree or disagree	32.36%	32.46%	31.75%	35.63%	57.69%	26.09%	19.05%
		Disagree	29.11%	26.49%	26.98%	21.84%	26.92%	17.39%	19.05%
		Strongly disagree	14.73%	13.43%	15.87%	18.39%	0.00%	17.39%	4.76%
	The people I work with exhibit the CREATE values on a regular basis	Strongly agree	11.45%	13.81%	3.17%	14.94%	19.23%	13.04%	47.62%
		Agree	45.98%	46.64%	44.44%	52.87%	50.00%	52.17%	28.57%
		Neither agree or disagree	32.48%	30.97%	42.86%	25.29%	30.77%	21.74%	19.05%
		Disagree	7.69%	5.97%	6.35%	4.60%	0.00%	8.70%	4.76%
		Strongly disagree	2.39%	2.61%	3.17%	2.30%	0.00%	4.35%	0.00%

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
Service Excellence	The council provides a great service to our residents	Strongly agree	9.08%	10.69%	1.64%	15.29%	3.85%	13.04%	23.81%
		Agree	42.41%	36.26%	40.98%	34.12%	34.62%	39.13%	38.10%
		Neither agree or disagree	33.16%	37.40%	50.82%	28.24%	53.85%	34.78%	28.57%
		Disagree	12.22%	12.98%	4.92%	17.65%	7.69%	8.70%	9.52%
		Strongly disagree	3.14%	2.67%	1.64%	4.71%	0.00%	4.35%	0.00%
	The council is a proactive organisation, planning for the future instead of reacting to circumstances	Strongly agree	5.59%	7.98%	1.64%	11.76%	3.85%	13.04%	23.81%
		Agree	34.79%	34.60%	39.34%	28.24%	30.77%	30.43%	38.10%
		Neither agree or disagree	33.04%	33.84%	40.98%	28.24%	57.69%	30.43%	28.57%
		Disagree	18.01%	15.97%	14.75%	15.29%	7.69%	13.04%	9.52%
		Strongly disagree	8.57%	7.60%	3.28%	16.47%	0.00%	13.04%	0.00%
	Overall communication with staff across the council is effective and timely	Strongly agree	5.58%	7.60%	0.00%	5.88%	0.00%	13.04%	38.10%
		Agree	35.06%	36.12%	45.90%	30.59%	34.62%	34.78%	28.57%
		Neither agree or disagree	27.23%	28.90%	26.23%	35.29%	46.15%	17.39%	14.29%
		Disagree	22.86%	19.39%	21.31%	16.47%	19.23%	21.74%	19.05%
		Strongly disagree	8.73%	7.98%	6.56%	11.76%	0.00%	13.04%	0.00%
	Staff have the freedom to do what is needed to provide a great service for our residents	Strongly agree	3.68%	4.58%	0.00%	3.53%	0.00%	13.04%	23.81%
		Agree	19.96%	21.76%	18.33%	23.35%	26.92%	17.39%	23.81%
		Neither agree or disagree	34.68%	31.68%	36.67%	30.59%	42.31%	34.78%	23.81%
		Disagree	31.70%	33.21%	38.33%	29.41%	30.77%	17.39%	28.57%
		Strongly disagree	9.98%	8.78%	6.67%	14.12%	0.00%	17.39%	0.00%
	The council is an organisation that can be trusted by our residents	Strongly agree	5.44%	8.05%	1.69%	7.06%	3.85%	13.04%	23.81%
		Agree	38.07%	34.10%	40.68%	32.94%	34.62%	30.43%	28.57%
		Neither agree or disagree	36.67%	39.85%	47.46%	38.82%	53.85%	39.13%	28.57%
		Disagree	13.68%	12.26%	6.78%	10.59%	3.85%	13.04%	19.05%
		Strongly disagree	6.14%	5.75%	3.39%	10.59%	3.85%	4.35%	0.00%
	Delivering great service is rewarded here	Strongly agree	4.02%	5.34%	0.00%	5.88%	0.00%	8.70%	23.81%
		Agree	19.76%	20.99%	13.11%	20.00%	19.23%	30.43%	33.33%
		Neither agree or disagree	32.34%	33.97%	39.34%	32.94%	38.46%	34.78%	23.81%
		Disagree	31.82%	30.15%	37.70%	27.06%	42.31%	17.39%	19.05%
		Strongly disagree	12.06%	9.54%	9.84%	14.12%	0.00%	8.70%	0.00%
	In general employees understand the expectations of our residents	Strongly agree	7.87%	9.13%	3.28%	14.12%	3.85%	8.70%	28.57%
		Agree	55.07%	52.47%	42.62%	52.94%	53.85%	60.87%	47.62%
		Neither agree or disagree	30.42%	30.80%	52.46%	25.88%	34.62%	21.74%	19.05%
		Disagree	5.07%	5.70%	1.64%	3.53%	7.69%	4.35%	4.76%
		Strongly disagree	1.57%	1.90%	0.00%	3.53%	0.00%	4.35%	0.00%
	Staff constantly seek to improve the services that we offer	Strongly agree	10.82%	14.45%	6.56%	20.00%	11.54%	13.04%	33.33%
		Agree	59.51%	58.17%	57.38%	58.82%	65.38%	43.48%	47.62%
		Neither agree or disagree	24.61%	22.81%	31.15%	16.47%	23.08%	39.13%	9.52%
		Disagree	3.84%	3.04%	3.28%	2.35%	0.00%	4.35%	9.52%
		Strongly disagree	1.22%	1.52%	1.64%	2.35%	0.00%	0.00%	0.00%
	I have the support needed to provide a great service	Strongly agree	6.99%	10.27%	1.64%	12.94%	7.69%	17.39%	23.81%
		Agree	32.34%	33.84%	40.98%	31.76%	11.54%	30.43%	47.62%
		Neither agree or disagree	35.31%	33.84%	36.07%	24.71%	69.23%	34.78%	19.05%
		Disagree	19.41%	17.11%	18.03%	23.53%	11.54%	8.70%	9.52%
		Strongly disagree	5.94%	4.94%	3.28%	7.06%	0.00%	8.70%	0.00%

		Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
How do you feel at work (Calm - Stressed)	Calm - 1	2.27%	2.67%	1.64%	4.71%	0.00%	0.00%	4.76%
	2	4.02%	4.58%	3.28%	9.41%	0.00%	4.55%	0.00%
	3	7.17%	9.16%	8.20%	7.06%	7.69%	13.64%	14.29%
	4	6.29%	5.34%	1.64%	5.88%	3.85%	4.55%	4.76%
	5	10.84%	10.69%	14.75%	11.76%	11.54%	13.64%	9.52%
	6	10.49%	9.54%	14.75%	10.59%	7.69%	4.55%	4.76%
	7	16.26%	18.32%	16.39%	14.12%	19.23%	18.18%	38.10%
	8	22.55%	18.70%	13.11%	15.29%	42.31%	22.73%	14.29%
	9	13.46%	14.12%	16.39%	14.12%	7.69%	9.09%	9.52%
	Stressed - 10	6.64%	6.87%	9.84%	7.06%	0.00%	9.09%	0.00%

		Council	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
How do you feel at work (Enthuastic - Bored)	Enthuasiastic - 1	9.95%	12.60%	3.28%	4.71%	7.69%	31.82%	23.81%
	2	15.79%	16.03%	18.03%	9.41%	15.38%	9.09%	23.81%
	3	17.02%	15.65%	18.03%	7.06%	15.38%	13.64%	9.52%
	4	11.05%	11.07%	11.48%	5.88%	7.69%	9.09%	19.05%
	5	18.07%	19.08%	21.31%	11.76%	26.92%	9.09%	19.05%
	6	8.60%	8.02%	4.92%	10.59%	15.38%	4.55%	0.00%
	7	9.82%	9.92%	14.75%	14.12%	11.54%	0.00%	4.76%
	8	4.21%	1.53%	0.00%	15.29%	0.00%	4.55%	0.00%
	9	3.51%	4.20%	4.92%	14.12%	0.00%	18.18%	0.00%
	Bored - 10	2.28%	1.91%	3.28%	7.06%	0.00%	0.00%	0.00%

		Council	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult Social Care	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
How do you feel at work (Satisfied - Unsatisfied)	Satisfied - 1	4.92%	5.34%	0.00%	15.29%	3.85%	13.64%	9.52%
	2	9.67%	10.69%	8.20%	14.12%	0.00%	9.09%	9.52%
	3	12.83%	11.45%	13.11%	16.47%	11.54%	13.64%	19.05%
	4	8.44%	9.54%	8.20%	12.94%	15.38%	9.09%	19.05%
	5	18.80%	19.47%	26.23%	18.82%	30.77%	9.09%	19.05%
	6	10.02%	10.31%	6.56%	5.88%	23.08%	9.09%	0.00%
	7	13.01%	12.98%	8.20%	8.24%	15.38%	18.18%	14.29%
	8	11.07%	11.07%	18.03%	1.18%	0.00%	13.64%	4.76%
	9	5.80%	4.58%	6.56%	4.71%	0.00%	4.55%	4.76%
	Unsatisfied - 10	5.45%	4.58%	4.92%	2.35%	0.00%	0.00%	0.00%

Operations and Customer Services

			Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
All about you	I am happy with the balance between my work and home life	Strongly agree	10.11%	10.65%	5.26%	7.89%	16.67%	6.25%	10.00%	15.15%
		Agree	43.18%	44.44%	44.74%	47.37%	50.00%	31.25%	36.67%	45.45%
		Neither agree or disagree	17.82%	19.44%	23.68%	15.79%	5.56%	18.75%	30.00%	18.18%
		Disagree	24.24%	22.22%	23.68%	26.32%	16.67%	43.75%	23.33%	18.18%
		Strongly disagree	4.65%	3.24%	2.63%	2.63%	11.11%	0.00%	0.00%	3.03%
	My work gives me a sense of personal achievement	Strongly agree	11.98%	9.26%	10.53%	13.16%	11.11%	12.50%	10.00%	9.09%
		Agree	50.64%	48.15%	34.21%	71.05%	50.00%	37.50%	60.00%	36.36%
		Neither agree or disagree	17.73%	20.83%	31.58%	10.53%	22.22%	12.50%	16.67%	30.30%
		Disagree	14.86%	16.20%	13.16%	2.63%	16.67%	25.00%	13.33%	18.18%
		Strongly disagree	4.79%	5.56%	10.53%	2.63%	0.00%	12.50%	0.00%	6.06%
	I am under the correct amount of pressure to preform well in my role	Strongly agree	6.60%	6.07%	5.26%	13.16%	5.56%	0.00%	3.45%	9.38%
		Agree	37.04%	37.38%	26.32%	36.84%	50.00%	43.75%	41.38%	31.25%
		Neither agree or disagree	21.10%	21.96%	23.68%	15.79%	5.56%	31.25%	17.24%	25.00%
		Disagree	25.76%	24.77%	28.95%	31.58%	33.33%	18.75%	27.59%	15.63%
		Strongly disagree	9.50%	9.81%	15.79%	2.63%	5.56%	6.25%	10.34%	18.75%
	The experience I gain from this job is valuable for my future	Strongly agree	13.50%	10.28%	7.89%	13.16%	16.67%	18.75%	10.34%	12.12%
		Agree	42.12%	37.85%	47.37%	52.63%	44.44%	31.25%	20.69%	24.24%
		Neither agree or disagree	29.90%	33.18%	28.95%	31.58%	27.78%	25.00%	48.28%	30.30%
		Disagree	11.25%	14.96%	7.89%	2.63%	11.11%	18.75%	17.24%	27.27%
		Strongly disagree	3.23%	3.74%	7.89%	0.00%	0.00%	6.25%	3.45%	6.06%
	I would be happy to still be working at the council in 12 months' time	Strongly agree	16.88%	16.36%	10.53%	10.53%	33.33%	18.75%	31.03%	12.12%
		Agree	35.69%	36.92%	39.47%	50.00%	38.89%	37.50%	17.24%	33.33%
		Neither agree or disagree	28.14%	29.44%	34.21%	26.32%	11.11%	25.00%	37.93%	30%
		Disagree	12.38%	8.88%	7.89%	10.53%	11.11%	12.50%	3.45%	12.12%
		Strongly disagree	6.91%	8.41%	7.89%	2.63%	5.56%	6.25%	10.34%	12.12%
	I am happy with the pay and benefits that I receive for my job	Strongly agree	4.97%	5.12%	5.26%	10.53%	0%	6.25%	0.00%	3.03%
		Agree	28.37%	27.44%	15.79%	44.74%	38.89%	25.00%	23.33%	21.21%
		Neither agree or disagree	24.90%	25.58%	21.05%	26.32%	27.78%	31.00%	33.33%	21%
		Disagree	27.40%	25.58%	28.95%	18.42%	27.78%	12.50%	23.33%	33.33%
		Strongly disagree	14.36%	16.28%	28.95%	0.00%	5.56%	25.00%	20.00%	21.21%

			Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
Learning and development	My job is good for my own personal growth	Strongly agree	11.71%	8.02%	2.78%	8.11%	16.67%	12.50%	10.34%	9.09%
		Agree	39.19%	38.68%	41.67%	59.46%	38.89%	25.00%	31.03%	30.30%
		Neither agree or disagree	29.76%	30.66%	27.78%	24.32%	33.33%	18.75%	41.38%	30.30%
		Disagree	16.42%	20.28%	19.44%	8.11%	11.11%	43.75%	17.24%	24.24%
		Strongly disagree	29.02%	2.36%	8.33%	0.00%	0.00%	0.00%	0.00%	6.06%
	I believe that the Council makes effective use of my personal skills and strenghts	Strongly agree	6.33%	4.72%	0.00%	0.00%	11.11%	12.50%	6.90%	9.09%
		Agree	37.82%	39.15%	22.22%	64.86%	55.56%	31.25%	24.14%	27.27%
		Neither agree or disagree	21.43%	18.87%	22.22%	16.22%	22.22%	25.00%	27.59%	21.21%
		Disagree	26.46%	28.87%	41.67%	16.22%	5.56%	18.75%	31.03%	30.30%
		Strongly disagree	7.95%	8.49%	13.89%	2.70%	5.56%	12.50%	10.34%	12.12%
	The training that I receive is of benefit to me in my job	Strongly agree	9.27%	9.48%	8.33%	13.89%	16.67%	0.00%	13.79%	12.12%
		Agree	44.23%	38.39%	50.00%	47.22%	55.56%	25.00%	20.69%	36.36%
		Neither agree or disagree	26.34%	27.96%	22.22%	36.11%	27.78%	37.50%	31.03%	21.21%
		Disagree	13.50%	14.69%	8.33%	2.78%	0.00%	12.50%	24.14%	15.15%
		Strongly disagree	6.67%	9.48%	11.11%	0.00%	0.00%	25.00%	10.34%	15.15%
	I believe that I make a valuable contribution to the success of the Council	Strongly agree	28.73%	27.49%	31.43%	27.03%	27.78%	43.75%	34.48%	18.18%
		Agree	50.16%	52.61%	45.71%	64.86%	61.11%	27.50%	44.83%	48.48%
		Neither agree or disagree	14.94%	15.17%	20.00%	8.11%	11.11%	18.75%	17.24%	18.18%
		Disagree	3.90%	3.32%	0.00%	0.00%	0.00%	0.00%	3.45%	12.12%
		Strongly disagree	2.27%	1.42%	2.86%	0.00%	0.00%	0.00%	0.00%	3.03%

			Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
My manager	I receive regular feedback from my line manager regarding my performance against my objectives	Strongly agree	16.11%	13.94%	5.88%	25.00%	11.76%	18.75%	10.34%	15.10%
		Agree	43.36%	40.87%	26.47%	44.44%	64.71%	31.25%	44.83%	30.30%
		Neither agree or disagree	18.11%	21.15%	11.76%	19.44%	11.76%	31.25%	31.03%	27.27%
		Disagree	15.86%	17.31%	41.18%	8.33%	11.76%	18.75%	10.34%	15.15%
		Strongly disagree	6.56%	6.73%	14.71%	2.78%	0.00%	0.00%	3.45%	12.12%
	My manager deals with issues head-on instead of avoiding conflict	Strongly agree	19.73%	16.02%	2.94%	22.86%	23.53%	25.00%	17.86%	18.18%
		Agree	43.65%	46.60%	55.88%	51.43%	64.71%	50.00%	28.57%	39.39%
		Neither agree or disagree	19.57%	18.93%	20.59%	14.29%	5.88%	6.25%	28.57%	18.18%
		Disagree	11.43%	15.05%	11.76%	8.57%	5.88%	18.75%	25.00%	18.18%
		Strongly disagree	90.62%	3.40%	8.82%	2.86%	0.00%	0.00%	0.00%	6.06%
	My manager ensures that I have the resources needed to do my job	Strongly agree	13.53%	10.63%	2.94%	19.44%	17.65%	12.50%	7.14%	12.12%
		Agree	41.90%	40.10%	41.18%	41.67%	58.82%	25.00%	14.29%	36.36%
		Neither agree or disagree	24.21%	25.60%	26.47%	33.33%	23.53%	50.00%	25.00%	15.15%
		Disagree	15.33%	19.32%	20.59%	5.56%	0.00%	6.25%	46.43%	30.30%
		Strongly disagree	5.03%	4.35%	8.82%	0.00%	0.00%	6.25%	7.14%	6.06%
	My manager takes an active interest in my wellbeing	Strongly agree	23.96%	20.77%	8.82%	36.11%	23.53%	25.00%	14.29%	24.24%
		Agree	42.60%	41.55%	47.06%	33.33%	52.94%	62.50%	28.57%	33.33%
		Neither agree or disagree	18.30%	22.71%	26.47%	22.22%	11.76%	0.00%	35.71%	18.18%
		Disagree	10.03%	10.63%	8.82%	8.33%	11.76%	12.50%	14.29%	9.09%
		Strongly disagree	5.21%	4.35%	8.82%	0.00%	0.00%	0.00%	7.14%	15.15%
	What is expected of me in my work is made completely clear to me	Strongly agree	16.81%	11.06%	8.82%	19.44%	11.76%	6.25%	3.45%	12.12%
		Agree	46.76%	52.88%	55.88%	50.00%	76.47%	56.25%	34.48%	39.39%
		Neither agree or disagree	18.47%	22.60%	20.59%	22.22%	0.00%	31.25%	44.83%	18.18%
		Disagree	13.88%	11.54%	11.76%	8.33%	11.76%	6.25%	13.79%	27.27%
		Strongly disagree	4.08%	1.92%	2.94%	0.00%	0.00%	0.00%	3.45%	3.03%
	I have confidence in the leadership skills of my manager	Strongly agree	24.58%	16.43%	12.12%	36.11%	11.76%	18.75%	13.79%	18.18%
		Agree	39.46%	43.00%	36.36%	41.67%	58.82%	43.75%	24.14%	33.33%
		Neither agree or disagree	19.90%	26.57%	36.36%	16.67%	23.53%	25.00%	44.83%	24.24%
		Disagree	10.42%	9.18%	9.09%	2.78%	5.88%	12.50%	10.34%	18.18%
		Strongly disagree	5.64%	4.83%	6.06%	2.78%	0.00%	0.00%	6.90%	6.06%
	My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree	19.43%	11.65%	6.06%	25.00%	6.25%	12.50%	3.45%	18.18%
		Agree	34.67%	36.41%	36.36%	38.89%	50.00%	43.75%	27.59%	21.21%
		Neither agree or disagree	22.45%	24.76%	21.21%	25.00%	25.00%	18.75%	44.83%	18.18%
		Disagree	16.36%	20.87%	27.27%	11.11%	12.50%	25.00%	17.24%	33.33%
		Strongly disagree	7.09%	6.31%	9.09%	0.00%	6.25%	0.00%	6.90%	9.09%
	My manager is an excellent role model for me	Strongly agree	18.62%	13.04%	11.76%	16.67%	11.76%	18.75%	10.34%	18.18%
		Agree	32.89%	30.43%	20.59%	41.67%	35.29%	43.75%	17.24%	27.27%
		Neither agree or disagree	31.21%	36.23%	47.06%	30.56%	35.29%	18.75%	55.17%	21.21%
		Disagree	11.21%	14.01%	11.76%	8.33%	17.65%	12.50%	10.34%	24.24%
		Strongly disagree	6.07%	6.28%	8.82%	2.78%	0.00%	6.25%	6.90%	9.09%
	My manager cares about how satisfied I am in my job	Strongly agree	15.86%	12.01%	5.88%	19.44%	11.76%	12.50%	6.90%	12.12%
		Agree	39.73%	30.29%	26.47%	44.44%	41.18%	25.00%	13.79%	30.30%
		Neither agree or disagree	26.71%	34.62%	32.35%	22.22%	29.41%	43.75%	58.62%	24.24%
		Disagree	13.26%	16.35%	20.59%	11.11%	17.65%	12.50%	10.34%	24.24%
		Strongly disagree	4.44%	6.73%	14.71%	2.78%	0.00%	6.25%	10.34%	9.09%
	I feel confident that my manager will deal with any issues that I raise with them	Strongly agree	20.00%	15.38%	5.88%	25.00%	23.53%	18.75%	10.34%	18.18%
		Agree	41.50%	43.75%	55.88%	50.00%	52.94%	62.50%	24.14%	30.30%
		Neither agree or disagree	21.00%	23.08%	20.59%	11.11%	11.76%	18.75%	44.83%	18.18%
		Disagree	11.05%	11.06%	2.94%	11.11%	11.76%	0.00%	6.90%	24.24%
		Strongly disagree	6.45%	6.73%	14.71%	2.78%	0.00%	0.00%	13.79%	9.09%
	My manager exhibits the CREATE values the majority of the time	Strongly agree	19.10%	12.62%	8.82%	22.22%	11.76%	6.25%	6.90%	21.21%
		Agree	41.54%	42.23%	29.41%	55.56%	64.71%	62.50%	20.69%	30.30%
		Neither agree or disagree	26.63%	32.04%	44.12%	13.89%	17.65%	18.75%	51.72%	33.33%
		Disagree	6.90%	8.25%	5.88%	5.56%	5.88%	12.50%	17.24%	6.06%
		Strongly disagree	5.83%	4.85%	11.76%	2.78%	0.00%	0.00%	3.45%	9.09%

Colour key
Most positive result
Most negative result

			Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
The leadership		Strongly agree	5.91%	2.94%	0.00%	25.00%	0.00%	0.00%	3.45%	9.38%
		Agree	30.07%	27.45%	21.21%	44.44%	41.18%	12.50%	20.69%	34.38%
		Neither agree or disagree	34.80%	40.69%	57.58%	19.44%	41.18%	25.00%	37.93%	31.25%
	I have confidence in the leadership skills of the senior leadership team	Disagree	20.78%	19.61%	15.15%	8.33%	5.88%	37.50%	37.93%	15.63%
		Strongly disagree	8.45%	9.31%	6.06%	2.78%	11.76%	25.00%	0.00%	9.38%
		Strongly agree	13.04%	1.48%	6.06%	22.86%	0.00%	0.00%	3.45%	0.00%
		Agree	26.09%	10.84%	3.03%	51.43%	5.88%	0.00%	3.45%	18.75%
		Neither agree or disagree	47.83%	35.96%	48.48%	14.29%	47.06%	18.75%	37.93%	21.88%
		Disagree	4.35%	30.54%	36.36%	8.57%	35.29%	37.50%	34.48%	31.25%
	I have confidence in the leadership skills of members	Strongly disagree	8.70%	21.18%	6.06%	2.86%	11.76%	43.75%	20.69%	28.13%
		Strongly agree	17.39%	3.92%	3.03%	19.44%	5.88%	6.25%	3.45%	6.25%
		Agree	52.17%	25.98%	27.27%	41.67%	17.65%	12.50%	20.69%	34.38%
		Neither agree or disagree	8.70%	31.37%	27.27%	33.33%	52.94%	25.00%	31.03%	21.88%
	The senior leadership team are visible and approachable	Disagree	8.70%	25.00%	33.33%	5.56%	17.65%	25.00%	34.48%	25.00%
		Strongly disagree	13.04%	13.73%	9.09%	0.00%	5.88%	31.25%	10.34%	12.50%
		Strongly agree	13.64%	0.98%	0.00%	36.11%	0.00%	0.00%	3.45%	3.13%
		Agree	27.27%	11.76%	9.09%	33.33%	11.76%	0.00%	10.34%	15.63%
		Neither agree or disagree	27.27%	32.35%	27.27%	22.22%	47.06%	25.00%	34.48%	28.13%
		Disagree	18.18%	28.92%	42.42%	8.33%	29.41%	31.25%	24.14%	25.00%
	Members are visible and approachable	Strongly disagree	13.64%	25.98%	21.21%	0.00%	11.76%	43.75%	27.59%	28.13%
		Strongly agree	13.04%	1.48%	3.13%	19.44%	0.00%	0.00%	3.45%	3.13%
		Agree	30.43%	13.30%	12.50%	50.00%	17.65%	12.50%	10.34%	18.75%
		Neither agree or disagree	39.13%	46.80%	50.00%	22.22%	52.94%	25.00%	41.38%	43.75%
		Disagree	4.35%	20.69%	25.00%	8.33%	23.53%	18.75%	17.24%	18.75%
	The senior leadership team have a plan that I believe in	Strongly disagree	13.04%	17.73%	9.38%	0.00%	5.88%	43.75%	27.59%	15.63%
		Strongly agree	13.04%	1.96%	3.03%	36.11%	0.00%	0.00%	3.45%	3.13%
		Agree	34.78%	15.20%	12.12%	41.67%	23.53%	6.25%	10.34%	25.00%
		Neither agree or disagree	30.43%	52.45%	51.52%	16.67%	47.06%	62.50%	44.83%	50.00%
	The senior leadership team consistently exhibit the CREATE values	Disagree	8.70%	16.67%	24.24%	2.78%	23.53%	0.00%	31.03%	12.50%
		Strongly disagree	13.04%	13.73%	9.09%	2.78%	5.88%	31.25%	10.34%	9.38%
		Strongly agree	13.04%	0.99%	0.00%	25.00%	0.00%	0.00%	3.57%	3.13%
		Agree	26.09%	7.88%	6.06%	38.89%	11.76%	0.00%	7.14%	6.25%
		Neither agree or disagree	43.48%	52.71%	60.61%	25.00%	64.71%	50.00%	46.43%	34.38%
	Members consistently exhibit the CREATE values when I directly interact with them	Disagree	8.70%	18.72%	18.18%	11.11%	17.65%	18.75%	21.43%	31.25%
		Strongly disagree	8.70%	19.70%	15.15%	0.00%	5.88%	31.25%	21.43%	25.00%

			Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
The council		Strongly agree	3.43%	0.50%	0.00%	2.86%	0.00%	0.00%	3.57%	0.00%
		Agree	19.38%	18.50%	21.88%	25.71%	17.65%	18.75%	7.14%	18.75%
		Neither agree or disagree	39.11%	35.50%	34.38%	42.86%	58.82%	25.00%	35.71%	37.50%
		Disagree	26.42%	31.00%	28.13%	22.86%	11.76%	31.25%	39.29%	25.00%
	I am happy with the direction the council is going in	Strongly disagree	11.66%	14.50%	15.63%	5.71%	11.76%	25.00%	14.29%	18.75%
		Strongly agree	2.74%	1.50%	0.00%	0.00%	0.00%	6.25%	0.00%	3.13%
		Agree	17.12%	14.00%	12.50%	25.71%	11.76%	25.00%	10.71%	9.38%
		Neither agree or disagree	29.62%	32.50%	37.50%	37.14%	47.06%	6.25%	28.57%	34.38%
	On most occasions the Council tries to do what is best and isn't strictly governed by budget concers	Disagree	31.68%	27.50%	25.00%	28.57%	17.65%	12.50%	39.29%	34.38%
		Strongly disagree	18.84%	24.50%	25.00%	8.57%	23.53%	50.00%	21.43%	18.75%
		Strongly agree	3.95%	3.50%	0.00%	0.00%	0.00%	12.50%	3.57%	6.25%
		Agree	41.34%	37.00%	25.00%	60.00%	29.41%	25.00%	21.43%	43.75%
		Neither agree or disagree	32.42%	33.50%	31.25%	28.57%	58.82%	43.75%	42.86%	25.00%
	The majority of service areas and teams across the council work well together	Disagree	16.30%	20.00%	34.38%	11.43%	11.76%	6.25%	25.00%	21.88%
		Strongly disagree	6.00%	6.00%	9.38%	1.00%	0.00%	12.50%	7.14%	3.13%
		Strongly agree	10.10%	8.00%	12.50%	11.43%	0.00%	18.75%	10.71%	3.13%
		Agree	37.67%	41.00%	46.88%	40.00%	64.71%	25.00%	42.86%	25.00%
		Neither agree or disagree	34.93%	29.50%	18.75%	42.86%	11.76%	25.00%	35.71%	37.50%
		Disagree	12.50%	14.50%	15.63%	2.86%	17.65%	18.75%	7.14%	25.00%
	I feel proud to work for the council	Strongly disagree	4.79%	7.00%	6.25%	2.86%	5.88%	12.50%	3.57%	9.38%
		Strongly agree	4.28%	1.99%	0.00%	0.00%	0.00%	6.25%	3.57%	3.13%
		Agree	19.52%	18.91%	18.75%	45.71%	29.41%	0.00%	10.71%	15.63%
		Neither agree or disagree	32.36%	29.85%	21.88%	22.86%	47.06%	50.00%	32.14%	18.75%
	The council considers the views of me and my colleagues	Disagree	29.11%	32.84%	43.75%	28.57%	11.76%	18.75%	39.29%	40.63%
		Strongly disagree	14.73%	16.42%	15.63%	2.86%	11.76%	25.00%	14.29%	21.88%
		Strongly agree	11.45%	9.95%	6.25%	8.57%	5.88%	6.25%	14.29%	9.38%
		Agree	45.98%	46.27%	40.63%	74.29%	64.71%	25.00%	39.29%	31.25%
		Neither agree or disagree	32.48%	33.33%	34.38%	14.29%	17.65%	62.50%	39.29%	50.00%
	The people I work with exhibit the CREATE values on a regular basis	Disagree	7.69%	7.96%	15.63%	2.86%	11.76%	6.25%	7.14%	6.25%
		Strongly disagree	2.39%	2.49%	3.13%	0.00%	0.00%	0.00%	0.00%	3.13%

			Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
Service Excellence		Strongly agree	9.08%	8.67%	0.00%	8.57%	5.88%	6.25%	7.41%	21.88%
		Agree	42.41%	47.45%	64.52%	57.14%	58.82%	31.25%	37.04%	40.63%
		Neither agree or disagree	33.16%	28.57%	22.58%	25.71%	23.53%	50.00%	29.63%	21.88%
		Disagree	12.22%	12.24%	12.90%	5.71%	11.76%	12.50%	25.93%	9.38%
	The council provides a great service to our residents	Strongly disagree	3.14%	3.06%	0.00%	2.86%	0.00%	0.00%	0.00%	6.25%
		Strongly agree	5.59%	3.61%	3.23%	2.86%	6.25%	6.25%	3.70%	3.13%
		Agree	34.79%	36.08%	48.39%	57.14%	50.00%	18.75%	25.93%	25.00%
		Neither agree or disagree	33.04%	30.93%	25.81%	34.29%	31.25%	25.00%	44.44%	31.25%
	The council is a proactive organisation, planning for the future instead of reacting to circumstances	Disagree	18.01%	21.13%	22.58%	2.86%	12.50%	25.00%	22.22%	28.13%
		Strongly disagree	8.57%	8.25%	0.00%	2.86%	0.00%	25.00%	3.70%	12.50%
		Strongly agree	5.58%	4.10%	3.23%	2.86%	0.00%	6.25%	3.70%	6.25%
		Agree	35.06%	34.36%	45.16%	54.29%	58.82%	25.00%	25.93%	18.75%
		Neither agree or disagree	27.23%	27.18%	16.13%	22.86%	17.65%	50.00%	14.81%	28.13%
	Overall communication with staff across the council is effective and timely	Disagree	22.86%	25.13%	25.81%	14.29%	17.65%	6.25%	48.15%	34.38%
		Strongly disagree	8.73%	9.23%	9.68%	5.71%	5.88%	12.50%	7.41%	12.50%
		Strongly agree	3.68%	3.59%	3.23%	2.86%	0.00%	0.00%	7.41%	3.13%
		Agree	19.96%	18.97%	6.45%	42.86%	35.29%	25.00%	18.52%	12.50%
		Neither agree or disagree	34.68%	32.31%	35.48%	31.43%	29.41%	37.50%	25.93%	37.50%
	Staff have the freedom to do what is needed to provide a great service for our residents	Disagree	31.70%	32.31%	48.39%	20.00%	23.53%	18.75%	29.63%	28.13%
		Strongly disagree	9.98%	12.82%	6.45%	2.86%	11.76%	18.75%	18.52%	18.75%
		Strongly agree	5.44%	3.08%	0.00%	2.86%	0.00%	6.25%	3.70%	3.13%
		Agree	38.07%	40.51%	70.97%	42.86%	35.29%	25.00%	29.63%	34.38%
		Neither agree or disagree	36.67%	35.90%	19.35%	37.14%	47.06%	50.00%	40.74%	31.25%
	The council is an organisation that can be trusted by our residents	Disagree	13.68%	14.36%	9.68%	14.29%	5.88%	6.25%	18.52%	28.13%
		Strongly disagree	6.14%	6.15%	0.00%	2.86%	11.76%	12.50%	7.41%	3.13%
		Strongly agree	4.02%	3.59%	3.23%	5.71%	0.00%	6.25%	3.70%	3.13%
		Agree	19.76%	22.56%	9.68%	48.57%	35.29%	18.75%	14.81%	15.63%
		Neither agree or disagree	32.34%	27.18%	22.58%	25.71%	29.41%	37.50%	33.33%	21.88%
		Disagree	31.82%	33.33%	58.06%	17.14%	17.65%	18.75%	37.04%	37.50%
	Delivering great service is rewarded here	Strongly disagree	12.06%	13.33%	6.45%	2.86%	17.65%	18.75%	11.11%	21.88%
		Strongly agree	7.87%	7.18%	6.45%	2.86%	0.00%	6.25%	11.11%	12.50%
		Agree	55.07%	61.03%	64.52%	71.43%	82.35%	43.75%	51.85%	56.25%
		Neither agree or disagree	30.42%	25.64%	25.81%	22.86%	11.76%	37.50%	33.33%	25.00%
	In general employees understand the expectations of our residents	Disagree	5.07%	5.13%	0.00%	2.86%	5.88%	6.25%	3.70%	6.25%
		Strongly disagree	1.57%	1.03%	3.23%	0.00%	0.00%	6.25%	0.00%	0.00%
		Strongly agree	10.82%	9.23%	6.45%	17.14%	0.00%	0.00%	11.11%	12.50%
		Agree	59.51%	62.56%	48.39%	77.14%	76.47%	56.25%	55.56%	56.25%
		Neither agree or disagree	24.61%	23.59%	38.71%	2.86%	23.53%	37.50%	25.93%	31.25%
	Staff constantly seek to improve the services that we offer	Disagree	3.84%	3.08%	3.23%	2.86%	0.00%	6.25%	7.41%	0.00%
		Strongly disagree	1.22%	1.54%	3.23%	0.00%	0.00%	0.00%	0.00%	0.00%
		Strongly agree	6.99%	3.61%	6.45%	8.57%	0.00%	0.00%	3.70%	3.13%
		Agree	32.34%	32.47%	22.58%	45.71%	64.71%	56.25%	18.52%	25.81%
		Neither agree or disagree	35.31%	36.60%	38.71%	37.14%	5.88%	37.50%	48.15%	38.71%
		Disagree	19.41%	21.65%	29.03%	5.71%	17.65%	6.25%	29.63%	22.58%
	I have the support needed to provide a great service	Strongly disagree	5.94%	5.67%	3.23%	2.86%	11.76%	0.00%	0.00%	9.68%

		Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
	Calm - 1	2.27%	2.05%	6.25%	0.00%	0.00%	0.00%	3.70%	0.00%
	2	4.02%	4.10%	3.13%	8.57%	11.76%	0.00%	0.00%	3.23%
	3	7.17%	6.67%	6.25%	8.57%	11.76%	0.00%	11.11%	3.23%
	4	6.29%	7.18%	9.38%	2.86%	5.88%	12.50%	3.70%	9.68%
	5	10.84%	9.74%	6.25%	5.71%	17.65%	0.00%	11.11%	12.90%
	6	10.49%	12.31%	18.75%	20.00%	11.76%	6.25%	7.41%	9.68%
	7	16.26%	16.41%	3.13%	25.71%	17.65%	6.25%	18.52%	19.35%
	8	22.55%	22.56%	31.25%	14.29%	5.88%	43.75%	22.22%	25.81%
	9	13.46%	11.28%	9.38%	11.43%	11.76%	12.50%	14.81%	9.68%
How do you feel at work (Calm - Stressed)	Stressed - 10	6.64%	7.69%	6.25%	2.86%	5.88%	18.75%	7.41%	7.41%

		Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
	Enthuasiastic - 1	9.95%	8.25%	9.68%	5.71%	11.76%	6.25%	11.11%	9.68%
	2	15.79%	15.46%	16.13%	22.86%	5.88%	18.75%	25.93%	9.68%
	3	17.02%	13.92%	12.90%	31.43%	11.76%	12.50%	11.11%	9.68%
	4	11.05%	11.86%	9.68%	5.71%	17.65%	0.00%	11.11%	6.45%
	5	18.07%	19.07%	22.58%	8.57%	29.41%	18.75%	14.81%	22.58%
	6	8.60%	9.79%	3.23%	8.57%	0.00%	12.50%	11.11%	12.90%
	7	9.82%	11.86%	9.68%	8.57%	11.76%	31.25%	7.41%	9.68%
	8	4.21%	5.15%	6.45%	2.86%	5.88%	0.00%	3.70%	12.90%
	9	3.51%	3.09%	6.45%	5.71%	0.00%	0.00%	0.00%	6.45%
How do you feel at work (Enthuastic - Bored)	Bored - 10	2.28%	1.55%	3.23%	0.00%	5.88%	0.00%	3.70%	0.00%

		Council	Operations and Customer Directorate	Customer Services	Libraries, Arts and Heritage	Revenue and Benefits	Information Technology Services	Community Protection and Enforcement	Highways and Transport
	Satisfied - 1	4.92%	5.73%	3.33%	2.86%	5.88%	12.50%	7.41%	9.68%
	2	9.67%	7.81%	6.67%	20.00%	17.65%	0.00%	7.41%	6.45%
	3	12.83%	14.06%	13.33%	22.86%	17.65%	12.50%	7.41%	3.23%
	4	8.44%	7.81%	16.67%	11.43%	0.00%	6.25%	3.70%	3.23%
	5	18.80%	16.67%	16.67%	17.14%	17.65%	6.25%	25.93%	12.90%
	6	10.02%	10.42%	3.33%	14.29%	11.76%	6.25%	11.11%	19.35%
	7	13.01%	14.06%	23.33%	8.57%	0.00%	18.75%	11.11%	6.45%
	8	11.07%	9.90%	13.33%	0.00%	11.76%	18.75%	11.11%	16.13%
	9	5.80%	7.29%	0.00%	2.86%	0.00%	12.50%	11.11%	16.13%
How do you feel at work (Satisfied - Unsatisfied)	Unsatisfied - 10	5.45%	6.25%	3.33%	0.00%	17.65%	6.25%	3.70%	6.45%

2013 Staff survey	% positive	2016 Staff survey	% positive	% difference
The people I work with exhibit all the values of CREATE	55.80%	The people that I work with exhibit the CREATE values on a regular basis	57.43%	1.63%
Overall, I am satisfied with RBWM as an employer	47.50%	On a scale of 1-10, please indicate how satisfied you are working at the council, where 1 = very unsatisfied and 10 = extremely satisfied	35.86%	-11.64%
I would be happy to still be working at the council in 12 months' time	56.80%	I would be happy to still be working at the council in 12 months' time	52.57%	-4.23%
I would recommend working for the council to my family and friends		No similar question in 2016		
The council considers the views of me and my colleagues	26.90%	The council considers the views of me and my colleagues	23.80%	-3.10%
I see evidence that the council values the work that I do		No similar question in 2016		
Elected members value my contribution		No similar question in 2016		
Overall communication with staff across the council is effective and timely	41.10%	Overall communication with staff across the council is effective and timely	40.64%	-0.46%
Co-operation between the teams I need to work closely with is good		No similar question in 2016		
My line manager communicates well with me		No similar question in 2016		
My own personal morale within my role is good	54.80%	My work gives me a feeling of personal achievement	62.62%	7.82%
I feel my line manager represents my views across the organisation	55.50%	I feel confident my manager will deal with any issues that I raise with them	61.50%	6.00%
I feel at ease making decisions that fall within my area of responsibility		No similar question in 2016		
I believe that my efforts contribute to the success of my directorate and the council as a whole	79.80%	I believe that I make a valuable contribution to the success of the council	78.89%	-0.91%
I am treated with fairness and respect within the council	52.60%	The people that I work with exhibit the CREATE values on a regular basis	57.43%	4.83%
I believe my manager would support me with any work-related challenges that I may have	73.00%	I feel confident that my manager will deal with any issues that I raise with them	61.50%	-11.50%
I have clear and agreed objectives		No similar question in 2016		
My objectives are linked to the objectives of my directorate		No similar question in 2016		
I feel committed in the delivery of the council's strategy		No similar question in 2016		
I am provided with opportunities for growth and self development	47.80%	My job is good for my own personal growth	50.90%	3.10%
My work gives me a sense of personal achievement	74.10%	My work gives me a feeling of personal achievement	62.62%	-11.48%
I receive regular feedback from my line manager on my performance against my objectives	62.10%	I receive regular feedback from my line manager regarding my performance against my objectives	59.47%	-2.63%
I understand and support the ongoing need for business improvement		No similar question in 2016		
I assess the council as a good customer focussed organisation	54.80%	The council provides a great service to our residents	51.49%	-3.31%
I would be happy to use the council as a customer		No similar question in 2016		
I understand what Smarter Working is all about and why the council is doing it		No longer required as a survey question		
Smarter Working will allow my team to improve efficiency and working practices		No longer required as a survey question		
Smarter Working will allow the council to improve services to customers		No longer required as a survey question		
Smarter Working will allow me to improve my work-life balance		No longer required as a survey question		

Staff Survey 2016

What makes the council a great workplace?

Response Text	Theme	Directorate
I like the fact that I am given the opportunity to grow and develop and share my thoughts and ideas.	Career development	Corporate and Community Services
Flexible working	Flexible working	Corporate and Community Services
The flexible part of it helps.	Flexible working	Corporate and Community Services
Remote working - flexibility to log on and conduct normal work from home.	Flexible working	Corporate and Community Services
The opportunity of flexible working at the Council is a positive factor for working here and in supporting work life balance. Managers are generally flexible and do accommodate different working patterns when it fits in with the demands of the organisation. Members generally seem to be very approachable, supportive and happy to speak to officers which does not always happen in some other councils.	Flexible working,leadership approachabilit	Corporate and Community Services
Flexible working. Variety of work.	Flexible working,My work	Corporate and Community Services
flexible working, interesting job, the people	Flexible working,staff,My work	Corporate and Community Services
Dedication and loyalty to our residents and customers	Great service	Corporate and Community Services
Its drive to serve the resident efficently & effectively	Great service	Corporate and Community Services
Flexible working arrangements. Friendly atmosphere in the main. Feel that residents are benefitting. Work is interesting and varied.	Great service,Flexible working,My work	Corporate and Community Services
People who want to make the borough a great place to live and work.	Great service,staff	Corporate and Community Services
There are some very well respected members of staff here so working with them to achieve good results for the community makes for a great workplace.	Great service,staff	Corporate and Community Services
The mix of officers across different teams and the diversity of business we deliver	Great service,staff	Corporate and Community Services
There are some great people who work at the council who do care about delivering the best for residents however morale in the council is very low and there is fragmented working between departments that results in a lack of clear direction.	Great service,staff,Negative	Corporate and Community Services
My Manager	line management	Corporate and Community Services
flexibility of working support of my line manager	line management,Flexible working	Corporate and Community Services
Staff are friendly and helpful. I feel the directors are invisible to us and do not want to engage with workers at the coal face, however, my line manager and head of service make my work environment feel that I am supported and valued.	line management,staff,Negative	Corporate and Community Services
Areas to sit for lunch time away from desk. Clear desk policy. Fresh appearance.	Misc	Corporate and Community Services
I believe that the council looks after its staff	Misc	Corporate and Community Services
Shift the weighting when setting pay grades for posts away from how many staff they have under them, regardless of their ability to mange people, towards other techncial/professional skills required to do the job.	Misc	Corporate and Community Services
Currently moral is not good amongst staff, so it could be said that no the council is not a great workplace. Accommodation or lack of it always seems to be the number one topic. More importantly it is unclear what measures the leadership team are taking about this if at all.	Negative	Corporate and Community Services
This used to be the case but not any more. One has to adapt or die but there are limits. Many of the old ways were in need of major surgery and the introduction of new technology but the current surviving partial skeleton is barely workable.	Negative	Corporate and Community Services
Nothing at the moment,due to the cuts , redundancy and discontinued jobs. It's very sad to see some of the things go. Pay wards system which is pure waste of time and effort. This should be done on 1 to 1 rather then making it time consuming work for team. Thankyou	Negative	Corporate and Community Services
It isn't a great workplace.	Negative	Corporate and Community Services
Stop using multiple systems for one job, in a time where money is tight., perhaps in the short term hire more IT staff to get rid of unnecessary systems, so saving in the long term.	Negative	Corporate and Community Services
Define great workplace? Not possible to agree or disagree.	Negative	Corporate and Community Services
It isn't a great workplace at the moment..... this is a leading question.	Negative	Corporate and Community Services
Good work life balance - but benefits can be enhanced to match those offered in some other Councils.	Negative,work / life	Corporate and Community Services
Good work/social balance but some people don't seem to be busy at all so there is unfair balance with workload.	Negative,work / life	Corporate and Community Services
Good Pension and facilities	Reward	Corporate and Community Services
My colleagues	staff	Corporate and Community Services
The people -pulling together and getting the job done despite resource constraints.	staff	Corporate and Community Services
Some of the people I come into contact with.	staff	Corporate and Community Services
People are generally quite friendly.	staff	Corporate and Community Services
The staff.	staff	Corporate and Community Services
Some of the officers are great to work and collaborate with	staff	Corporate and Community Services
The staff, the offices	staff	Corporate and Community Services
The people	staff	Corporate and Community Services
the people who do the work	staff	Corporate and Community Services
The officers who work at RBWM work well together, and frequently make the best of bad situations which are not of their own making.	staff	Corporate and Community Services
the staff, interaction between teams/service areas	staff	Corporate and Community Services
The staff & support we give to each other	staff	Corporate and Community Services

The people that work for the Council.	staff	Corporate and Community Services
Good people working here.	staff	Corporate and Community Services
At the moment this is a difficult question to answer. The only thing I can think of at this time is the main staff, we are all so stretched, restricted and pressured but we will work together to help and try our best	staff	Corporate and Community Services
Hard working people	staff	Corporate and Community Services
It is a friendly and calm enviroment, the staff who I come into contact with are not agressive or rude in any way.	staff,Culture	Corporate and Community Services
The people (staff). Interesting work covering a lot of different areas/services.	staff,My work	Corporate and Community Services
My colleagues	Teamwork	Corporate and Community Services
the people I work with.	Teamwork	Corporate and Community Services
My colleagues	Teamwork	Corporate and Community Services
People that you work with.	Teamwork	Corporate and Community Services
The team I work with.	Teamwork	Corporate and Community Services
People I work with	Teamwork	Corporate and Community Services
the only redeeming feature are the colleague I work with	Teamwork	Corporate and Community Services
colleagues - the only reason to stay is loyalty to fellow team members	Teamwork	Corporate and Community Services
my team	Teamwork	Corporate and Community Services
the team spirit within the staff	Teamwork	Corporate and Community Services
my colleagues	Teamwork	Corporate and Community Services
The flexibility. Rather clear, cyclical nature of the work I do- great for planning around life for a work-life harmony. The team I work with...to fill in the few dull moments!	Teamwork,Flexible working	Corporate and Community Services
My colleagues and the work life balance it allows.	Teamwork,Flexible working	Corporate and Community Services
Colleagues, culture, workplace flexibility, values	Teamwork,Flexible working,Culture	Corporate and Community Services
Currently permitted to be pro-active, providing a service for the customer, permitted to think outside the box in resolving issues and working in a helpful and friendly department.	Teamwork,Great service,My work	Corporate and Community Services
I love working with my team. I enjoy the atmosphere in the office and working alongside other teams.	Teamwork,staff	Corporate and Community Services
More recently, regular communication from the Leadership. The councils' forward thinking, staff and staff diversity and the desire to improve services for the residents. A flexible working policy is also desirable.	Communication,staff,Flexible working,Great s	Adult, Children and Health Services
Committed staff - open communication - supportive management	Communication,staff,line management	Adult, Children and Health Services
open minded approach	Culture	Adult, Children and Health Services
I like the atmosphere, openness and values. I also like the fact that I can work at home.	Culture,Flexible working	Adult, Children and Health Services
Strong leadership, good working environment, opportunities to do things differently.	Culture,Leadership	Adult, Children and Health Services
A small council where it is fairly easy to get to know key personnel and so feel part of the organisation.	Culture,staff	Adult, Children and Health Services
Firstly, the people - both immediate colleagues and wider afield. The council treats you as a person, not a commodity, and this allows balance and flexibility in work and life. Being able and allowed to use and develop my skills has also be invaluable; this is win:win as both RBWM and I gain from this. It is also great to be working for an organisation that is forward thinking and takes use of technology seriously - this is, though, a double edged sword as poor infrastructure could soon turn this to being negative.	Culture,staff,Teamwork	Adult, Children and Health Services
Supportive colleagues and friendly atmosphere	Culture,Teamwork	Adult, Children and Health Services
Flexibility to work at home when possible and thus contribute to a good work-life balance.	Flexible working	Adult, Children and Health Services
A degree of flexibility for workers	Flexible working	Adult, Children and Health Services
flexible working	Flexible working	Adult, Children and Health Services
Flexible working. Need to do more of this	Flexible working	Adult, Children and Health Services
The flexible working. More working from home should be encouraged	Flexible working	Adult, Children and Health Services
Flexiable	Flexible working	Adult, Children and Health Services
Relationships between employees within the pods system, and the council overall vision for the children and families we work with.	Great service	Adult, Children and Health Services
for valuing the wellbeing of residents	Great service	Adult, Children and Health Services
Delivering services to the community and reaching families in deprevation	Great service	Adult, Children and Health Services
The council is a place, in which provides opportunity to work towards building to build a better, more inclusive community, which meets the needs of its diverse population.	Great service	Adult, Children and Health Services
Knowing that those we service, appreciate our assistance / support - helping others makes me feel good	Great service	Adult, Children and Health Services
They try to do the best the majority of the time for the residents	Great service	Adult, Children and Health Services
The satisfaction of serving the community	Great service	Adult, Children and Health Services
Able to help people when they need it most.	Great service	Adult, Children and Health Services
The children with whom I work.	Great service	Adult, Children and Health Services
Putting service users first and valuing their feedback to the point of change.	Great service	Adult, Children and Health Services
Trustworthy colleagues. A lovely client group	Great service,Teamwork	Adult, Children and Health Services

The general enthusiasm of my colleagues in the team I work, to provide a great service to residents to make a positive difference to their lives and well being. The support given by team mates and other services within the council allow me to do the best I can in my job role.	Great service,Teamwork	Adult, Children and Health Services
Working to make a difference to vulnerable people, who need others to stand up and support them to acheive their outcomes. Peers and colleagues who are like minded	Great service,Teamwork	Adult, Children and Health Services
Colleagues are extremely supportive and understanding of each other's personal circumstances and try to reduce stress for each other. A real team environment. Also, they really do care about the people they are trying to help in the community.	Great service,Teamwork	Adult, Children and Health Services
My colleagues and the diversty of service users, make me stay.	Great service,Teamwork	Adult, Children and Health Services
The people I work with make it a great place to work. They want to give our residents the best service.	Great service,Teamwork	Adult, Children and Health Services
Being able to trust your leaders to protect you.	Leadership	Adult, Children and Health Services
Some of the ideas going forward are good.	Leadership	Adult, Children and Health Services
They do listen to people's problems and act on it immediately, sometimes certain departments are not that active. Planning for one.	Leadership	Adult, Children and Health Services
The plan that the director has for the children services is clear.	Leadership	Adult, Children and Health Services
to be heard and make changes to that	Leadership	Adult, Children and Health Services
Your views are always considered and most of the time taken into action.	Leadership	Adult, Children and Health Services
- The people who I work with direct in my Service Area (and some other staff). - SMARTER Working - Flexible Working potential - Annual leave Allowence and other benefits - The MD'S passion/vision - My Manager	Leadership,Reward,Flexible working,line man	Adult, Children and Health Services
Opportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with.	learning and development,Great service	Adult, Children and Health Services
The staff are great and caring, benefits are good. The training oppotunities are good.	learning and development,staff,Reward	Adult, Children and Health Services
Local, colleagues, training.	learning and development,work / life,staff	Adult, Children and Health Services
Knowing that I can talk to my line manager if I have any worries or concerns.	line management	Adult, Children and Health Services
excellent line management	line management	Adult, Children and Health Services
Friendly team, supportive managers, lineated processes to follow.	line management,Teamwork	Adult, Children and Health Services
Teams and colleagues build up trust and relationships and good supportive managers	line management,Teamwork	Adult, Children and Health Services
The team I work within are very supportive and social. Its a nice area to work in. Extremely good team manager.	line management,Teamwork	Adult, Children and Health Services
Location	Misc	Adult, Children and Health Services
My job	Misc	Adult, Children and Health Services
I enjoy working for the council	Misc	Adult, Children and Health Services
I enjoy my actual role and knowing I make a difference	My work	Adult, Children and Health Services
Working a joint team with NHS staff I manage to intergrate well with other authorities. Unfortunately I dont think this is attributed to any efforts made by the council.	My work	Adult, Children and Health Services
The variety of work I do within my job description.	My work	Adult, Children and Health Services
I have learnt and developed in my practice by working for the local authority something that I will take with me in my next career step.	My work,Career development	Adult, Children and Health Services
It doesn't	Negative	Adult, Children and Health Services
Sadly over the last few months with the significant departure of key staff members with years of experience and lack of direction of the authority staff feel demotivated, lack enthusiasm and appear to be on tenterhooks due to so much uncertainty of what is going to happen in the future. There is no communication of what is happening and a lack of strategic drive leaving the authority in a very vulnerable position. The authority is making sweeping changes to teams and managers without understanding the consequences or asking questions.	Negative	Adult, Children and Health Services
Difficult one.	Negative	Adult, Children and Health Services
I dont' think it's a great place to work at the moment, many have left due to stress and not replaced so stress is increasing on those that are still working for council.	Negative	Adult, Children and Health Services
As a locum recuited to work within the Council, it does not appear to be a great workplace, as the overall moral of permanant staff members has been extremely low, with significant numbers of permanant staff leaving within a 3-6 month period.	Negative	Adult, Children and Health Services
The council is great, but sometimes I'm ashamed to work for my directorate, there's a blame culture and bullying sometimes takes place. Management sometimes over react to things that aren't important and don't react to things that are. Performance is getting worse rather than better despite spending lots of money on locum staff, and even though staffing is more settled, performance isn't improving.	Negative	Adult, Children and Health Services
Sadly I don't think it is a great workplace now whereas it used to be.	Negative	Adult, Children and Health Services
The council is no longer a good place to work, staff are not treated with respect or rewarded for hard work. The working environment has deteriorated and affect the ability to do you job.	Negative	Adult, Children and Health Services
Nothing, there are no incentives, they have reduced the sickness benefit, low pay and overall staff morale is at an all time low	Negative	Adult, Children and Health Services
There is nothing at the present that makes working at the council a great place to work. If I had the opportunity to leave I would.	Negative	Adult, Children and Health Services

It isnt. Its' desire is to get rid of everyone except those it statuarily cannot is wrong	Negative	Adult, Children and Health Services
It doesn't any longer.	Negative	Adult, Children and Health Services
It is not a great place to work. Who gave you that idea? The care of staff working in the Borough is not really happening. i.e Lone Working	Negative	Adult, Children and Health Services
My colleagues/workers within my team are all very dedicated and hardworking and all want try to work together through stressful times to improve the workplace and bring strive for positive change when often feeling unappreciated and under paid.	Negative,Great service,Teamwork	Adult, Children and Health Services
The council have some fantastic and dedicated staff that offer grest support to their collegues. When pressure is being applied to complete large amounts of work with fewer and fewer resources, this is often what is depended upon for all.	Negative,staff	Adult, Children and Health Services
Close to where I live. There is a drive to increase my service.	Potential,work / life	Adult, Children and Health Services
Good benefits, reasonable pay,	Reward	Adult, Children and Health Services
Free parking	Reward	Adult, Children and Health Services
pay and conditions	Reward	Adult, Children and Health Services
I think the Council is making an effort to try to improve the value it places on it's staff, and I appreciate this will be a slow process but there is further work to be done. The flexibility of HR benefits eg flexible working/ working from home etc are all attractive offers,	Reward,Flexible working	Adult, Children and Health Services
My manager My HoS Senior Leadership Team Ability to but additional A/L	Senior Leadership,line management	Adult, Children and Health Services
The council is not a great work place, but the support from other front line staff and seniors helps. A visit by Ailson Alexander to meet staff before christmas was well received by front line staff	Senior Leadership,Negative,staff	Adult, Children and Health Services
The people working and leading the council.	Senior Leadership,staff	Adult, Children and Health Services
Friendly staff and visible leadership.	Senior Leadership,staff	Adult, Children and Health Services
colleagues	staff	Adult, Children and Health Services
staff are very committed, the council is forward thinking and progressive	Staff	Adult, Children and Health Services
There are some good people here	staff	Adult, Children and Health Services
Fellow workers, despite pressures they make more worthwhile	staff	Adult, Children and Health Services
The people who work for the council care.	staff	Adult, Children and Health Services
Great CP's who work well with staff.	staff	Adult, Children and Health Services
staff in the front line	staff	Adult, Children and Health Services
The people!	staff	Adult, Children and Health Services
The people	staff	Adult, Children and Health Services
The other staff that work here	staff	Adult, Children and Health Services
The People	staff	Adult, Children and Health Services
Hard working committed and loyal colleagues	staff	Adult, Children and Health Services
Team members and the majority of people who work here	staff	Adult, Children and Health Services
The professionalism of colleagues working across a number of services. Being a small authority enables you to develop positive and effective relationships across a wide number of services which leads to more effective working and better outcomes for children and young people.	staff	Adult, Children and Health Services
The people who work here - colleagues	staff	Adult, Children and Health Services
The staff are very friendly especially the receptionists	staff	Adult, Children and Health Services
Nice people to work with on the whole.	staff	Adult, Children and Health Services
The officers	staff	Adult, Children and Health Services
The support of hardworking front line staff colleagues.	staff	Adult, Children and Health Services
There are a lot of excellent professional and caring people working for the council	staff	Adult, Children and Health Services
Support form colleagues	staff	Adult, Children and Health Services
The people. The vast majority of staff are truly dedicted to delivering high quality publice services despite the every increasing focus on budgets rather than people. The sense of team work and the values of colleagues is the best thing about this employer.	staff	Adult, Children and Health Services
The committment of the staff working here and the ability to foster good relationships	staff	Adult, Children and Health Services
The front line staff.	staff	Adult, Children and Health Services
People	staff	Adult, Children and Health Services
Flexibility, working with colleague who care about what they do and providing a great service	staff,Flexible working,Great service	Adult, Children and Health Services
I have only been employed by RBWM for a few days but the people of RBWM (and most organisations) make it a great workplace. Also, trying to help make a difference for the lives of your residents also makes it a great place to work.	staff,Great service	Adult, Children and Health Services
Focused employees and aim to do their best for service users	staff,Great service	Adult, Children and Health Services
The passionate people working for it trying to give the residents the best service possbile	staff,Great service	Adult, Children and Health Services
The people who work here, the services that we offer, the fact that so many people care so much about their jobs.	staff,Great service	Adult, Children and Health Services
The enthusiasm and shared ethos of staff to improve services for residents.	staff,Great service	Adult, Children and Health Services
The people! We need to make sure they are treated with respect then in turn they will be really motivated to offer an excellent service to our residents.	staff,Great service	Adult, Children and Health Services
Good staff benefits, some great staff who do a great job	staff,Reward	Adult, Children and Health Services

Generally nice people to work with and good staff benefits and pay.	staff,Reward	Adult, Children and Health Services
working in a big welcoming team	Teamwork	Adult, Children and Health Services
My co-workers are supportive and understanding.	Teamwork	Adult, Children and Health Services
The support from colleagues makes it worth while.	Teamwork	Adult, Children and Health Services
Colleagues in my team and our commitment to our service area.	Teamwork	Adult, Children and Health Services
Its not so much the Council as the team that make it great. A mixture of skills and knowledge and a 'can do' attitude.	Teamwork	Adult, Children and Health Services
My colleagues are helpful and very supportive	Teamwork	Adult, Children and Health Services
working for a large team	Teamwork	Adult, Children and Health Services
excellent team members	Teamwork	Adult, Children and Health Services
My colleagues	Teamwork	Adult, Children and Health Services
The people I work with	Teamwork	Adult, Children and Health Services
The people that work for it	Teamwork	Adult, Children and Health Services
The colleagues that I work with.	Teamwork	Adult, Children and Health Services
the people I work with.	Teamwork	Adult, Children and Health Services
Being part of a good team	Teamwork	Adult, Children and Health Services
The team i work in.	Teamwork	Adult, Children and Health Services
My team who I work with. Very supportive	Teamwork	Adult, Children and Health Services
The people in the individual teams with whom you share day today work matters and work together despite other influences	Teamwork	Adult, Children and Health Services
My immediate colleagues	Teamwork	Adult, Children and Health Services
The people I work within my team both social and health care colleagues	Teamwork	Adult, Children and Health Services
The people I work with	Teamwork	Adult, Children and Health Services
My colleagues 'on the ground'	Teamwork	Adult, Children and Health Services
Team spirit with great support from colleagues.	Teamwork	Adult, Children and Health Services
My team	Teamwork	Adult, Children and Health Services
The people I work with and the shared enthusiasm to constantly improve.	Teamwork	Adult, Children and Health Services
The team that I work in supports each other.	Teamwork	Adult, Children and Health Services
the team i work with is a motivated team	training	Adult, Children and Health Services
Benefiting with work/life balance by using flexible working.	work / life,Flexible working	Adult, Children and Health Services
Personally for me, the distance from my home and the flexibility to work from home/different locations and flex my hours if needed. The people in my service are also a great help and support to me.	work / life,Flexible working,Teamwork	Adult, Children and Health Services
It's location and working for the community	work / life,Great service	Adult, Children and Health Services
The dedication and commitment of the staff in front line services. Being part of a workforce who are passionate about their work.	work / life,Great service	Adult, Children and Health Services
only the location is what it has going for it for me personally	work / life,Negative	Adult, Children and Health Services
Its location is convenient and the final salary pension is a plus.	work / life,Reward	Adult, Children and Health Services
The support of my managers and colleagues and the work/life balance I enjoy working here.	work / life,staff,line management	Adult, Children and Health Services
It is convenient for me because I am a resident.	work / life	Corporate and Community Services
Friendly atmosphere, trust is placed in me that I will do my job well without constant supervision. The work is varied, interesting and highly satisfying to be a p	Culture,My work	Operations and Customer Services
Flexible working is very valued and should continue to be available to all staff.	Flexible working	Operations and Customer Services
Flexible working	Flexible working	Operations and Customer Services
Flexible and remote working	Flexible working	Operations and Customer Services
Flexibility of working at home etc, access to technology	Flexible working	Operations and Customer Services
Flexible working	Flexible working	Operations and Customer Services
The opportunity to do the job that I believe in and work flexibly.	Flexible working,My work	Operations and Customer Services
Flexibility, benefits, work colleagues.	Flexible working,Reward,staff	Operations and Customer Services
Flexibility, staff	Flexible working,staff	Operations and Customer Services
Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where p	Flexible working,staff	Operations and Customer Services
The people Flexiblity for staff (overall) Opportunities to develop	Flexible working,staff,Career development	Operations and Customer Services
Most of its people, flexibility with work/life balance, previously the chance to make a difference.	Flexible working,staff,Potential	Operations and Customer Services
The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with.	Flexible working,staff,work / life	Operations and Customer Services
Local, flexible working	Flexible working,work / life	Operations and Customer Services
understanding the needs of others, both user and the public	Great service	Operations and Customer Services
Residents come first and so far I have been able to put this into practice with the work I have done and the way I have been taught to do it.	Great service	Operations and Customer Services
Ethos of providing services across all customers	Great service	Operations and Customer Services
The opportunity to help residents with their needs.	Great service	Operations and Customer Services
working to help residents makes this job rewarding.	Great service	Operations and Customer Services
Opportunity to deliver services to residents	Great service	Operations and Customer Services
The council are going through severe financial cuts and trying to offer good service to its residents.	Great service	Operations and Customer Services
I am not sure you could say that the council is a great place to work. I enjoy working here and have done so for some years. What makes it successful is the	Great service	Operations and Customer Services
The service we provide to residents is valuable and I find the work I do interesting and rewarding.	Great service,My work	Operations and Customer Services
I am proud of my job and the role I play. Working in an area where we support people in times of great joy and also sorrow.	Great service,My work	Operations and Customer Services

I have worked for the Council for 26 years and have always been proud to work for it. But I feel recent decisions have not been handled well.	Great service,Negative	Operations and Customer Services
Customers, resident appreciation, colleagues	Great service,staff	Operations and Customer Services
great colleagues and working directly with public	Great service,staff	Operations and Customer Services
I love the job, it is within walking distance from my home, the people I work with are lovely.	Great service,work / life	Operations and Customer Services
In my role I get quite a bit of flexibility to perform to the best of my ability. On general, managers are supportive and approachable. Overall it's a great place t	line management,Flexible working	Operations and Customer Services
feel empowered to get on with job without supervision and working flexibility when you need it	line management,My work	Operations and Customer Services
I like the new office arrangement. It makes easy to network and communicate.	Misc	Operations and Customer Services
Meeting new people.	Misc	Operations and Customer Services
good performance management process	Misc	Operations and Customer Services
I FEEL UNABLE TO ANSWER THIS QUESTION DUE TO SHORT TIME ON COUNCIL	Misc	Operations and Customer Services
unable to answer at this stage	Misc	Operations and Customer Services
nothing over other employers such as Waitrose	Misc	Operations and Customer Services
I work in a community library where we have a lot of autonomy, which is lovely and appreciated. I am very grateful that the Council supports the Library Servi	My work	Operations and Customer Services
The work is extrewmenly varied and interesting and there is a lot to do.	My work	Operations and Customer Services
Is it such a great workplace???	Negative	Operations and Customer Services
Its not	Negative	Operations and Customer Services
Nothing - the morale is low and senior management is not taking their staff into consideration. Their actions are not legal and open the Council to potential le	Negative	Operations and Customer Services
It isn't a great workplace. There are still elements of 'us' and 'them' between directorates, units and teams that cause unnecessary conflict, confusion and de	Negative	Operations and Customer Services
It is not a great workplace. When you get in you don't know if you are going to get a desk, let alone sit anywhere near colleagues. The noise levels can be to	Negative	Operations and Customer Services
A great work place, don't make me laugh - the coucillors and directors don't give a shit about the public, staff or providing a service all they care about is mor	Negative	Operations and Customer Services
I dont believe that the council could be regarded as a great work place	Negative	Operations and Customer Services
It's not a great workplace. That's why so many staff are leaving.	Negative	Operations and Customer Services
In our environment it is not a great place to work in anymore	Negative	Operations and Customer Services
In comparison with other Councils and consultants that I have worked for, this Council is not a great workplace. My perception is that most staff have various	Negative	Operations and Customer Services
I'm not sure it is necessarily a great place. It likes to think it is, but drill down and it's a different story.	Negative	Operations and Customer Services
It isn't a great workplace!	Negative	Operations and Customer Services
Nothing unfortunately. Everyone is too scared to do anything, or make a decision, just incase it upsets the political leadership.	Negative	Operations and Customer Services
It isn't	Negative	Operations and Customer Services
it isn't. Too many re-organisations which shows lack of direction & results in staff being disconnected & services being moved to suit "Director's".	Negative	Operations and Customer Services
Windsor centre mostly(location) , not particularly the council itself.I do not believe it is a great workplace , feels like I am on a sinking ship and I need to move	Negative,work / life	Operations and Customer Services
It's potential	Potential	Operations and Customer Services
Good pay and benefits.	Reward	Operations and Customer Services
Staff benefits. Variety of work.	Reward	Operations and Customer Services
Staff benefits: pension, salary sacrifice schemes.	Reward	Operations and Customer Services
Friendly staff, good pension	Reward,staff	Operations and Customer Services
The only good thing is the colleagues I work with	Staff	Operations and Customer Services
Nice friendly people, inviting offices	staff	Operations and Customer Services
The staff make it	staff	Operations and Customer Services
The people	staff	Operations and Customer Services
Colleagues	staff	Operations and Customer Services
The staff	staff	Operations and Customer Services
The employees	staff	Operations and Customer Services
The Sections, the people. The problems and the support from staff.	staff	Operations and Customer Services
Its staff	staff	Operations and Customer Services
The people.	staff	Operations and Customer Services
Great staff	staff	Operations and Customer Services
the majority of people employed by the council are excellent and do their best to provide excellent services	staff	Operations and Customer Services
The majority of the staff within the Council are a positive for the organisation.	staff	Operations and Customer Services
colleagues try their best to support one another in delivering very challenging outcomes. People remain positive in what can be high pressure and thankless	staff	Operations and Customer Services
The staff	staff	Operations and Customer Services
The interaction between long serving experienced knowledgable staff that can cooperate and hlep solve problems between departments.	staff	Operations and Customer Services
The staff.	staff	Operations and Customer Services
I have only worked for the Council 1 month, i am really enjoying the work i do and the colleauges i work with are great.	staff	Operations and Customer Services
colleagues that work well together and help each other out.	staff	Operations and Customer Services
The people	staff	Operations and Customer Services
The people that work in the Council	staff	Operations and Customer Services
Dedication	staff	Operations and Customer Services
The People (Employees)	staff	Operations and Customer Services
The staff	staff	Operations and Customer Services
Colleagues	staff	Operations and Customer Services

Working with staff who are on the ground (shop floor) to do their jobs.	staff	Operations and Customer Services
A very social and community environment	staff,Culture	Operations and Customer Services
The People and environment	staff,Culture	Operations and Customer Services
The people that work within the authority are genuinely fantastic however this is slowly ebbing away due to poorly thought out spending and cuts.	staff,Negative	Operations and Customer Services
Can do attitude of staff, despite members	staff,Negative	Operations and Customer Services
the people i work with	Teamwork	Operations and Customer Services
My colleagues	Teamwork	Operations and Customer Services
Team Working	Teamwork	Operations and Customer Services
The people i work with	Teamwork	Operations and Customer Services
Good work colleagues who support each other	Teamwork	Operations and Customer Services
work colleagues	Teamwork	Operations and Customer Services
by being cohesive with each team and offering solutions rather than negatives, and everyone working together,	Teamwork	Operations and Customer Services
Colleagues who are willing to assist and understand the requirements of the job!	Teamwork	Operations and Customer Services
working in a great team	Teamwork	Operations and Customer Services
The people I work with.	Teamwork	Operations and Customer Services
My colleagues.	Teamwork	Operations and Customer Services
my colleagues. Blitz spirit	Teamwork	Operations and Customer Services
My work colleagues.	Teamwork	Operations and Customer Services
The colleagues that I work with	Teamwork	Operations and Customer Services
Flexible working and professional team players.	Teamwork,Flexible working	Operations and Customer Services
colleagues and flexible working	Teamwork,Flexible working,staff	Operations and Customer Services
I work with individuals who are keen to provide a great service and are very aware of what is going on and know the different services and how to help reside	Teamwork,Great service	Operations and Customer Services
Trying to give excellent service to residents. Good team	Teamwork,Great service	Operations and Customer Services
Pleasant colleagues and appreciative customers	Teamwork,Great service	Operations and Customer Services
The majority of the people that I work with. Some of the achievements of the people on behalf of the residents for the authority.	Teamwork,Great service	Operations and Customer Services
My team and the support given to each other. And the gratitude shown by residents.	Teamwork,Great service	Operations and Customer Services
My fellow colleagues and the residents i help are the reason i keep coming back to work.	Teamwork,Great service	Operations and Customer Services
The team I work with, the wider team and other members of staff in the council make it a great workplace. The passion for delivering a great service to reside	Teamwork,Great service,staff,learning and de	Operations and Customer Services
Relationship with colleagues, in a position that I want to be in and worked towards, the process required to fulfill my duties.	Teamwork,My work	Operations and Customer Services
People in the team and opportunities to get involved in different areas of work	Teamwork,My work	Operations and Customer Services
1. I have some great colleagues2. I have a varied workload which keeps work interesting	Teamwork,My work	Operations and Customer Services
I am very happy working in my team but feel that we are dealt with in a different way to other council workers- for whom I am sure it is a great workplace.	Teamwork,Negative	Operations and Customer Services
My team are lovely and all try their best to do what they can however we have been hit with so much change that we are all working over and above constan	Teamwork,Negative	Operations and Customer Services
There are many within the unit that are suportiver and enthusiastic members of staff and work wel as a team. I have had positive dealings with other departn	Teamwork,staff	Operations and Customer Services
The Town Hall is convenient to get to.	work / life	Operations and Customer Services

What would make the council a better place to work?		
Response	Theme	**Directorate**
Senior departmental management listening to issues of their staff bringing in change that is meaningful and appropriate.	Being listened to	Corporate and Community Services
Taking into consideration the emotions and feelings of staff	Being listened to	Corporate and Community Services
More resources / budget	Budget	Corporate and Community Services
More resource/budget to be able to do more in your job. Better job mobility between departments.	Career progression,Cross Departmental,Budget	Corporate and Community Services
Less restructures which would lift morale	Change	Corporate and Community Services
A longer period in which things were not changing and people worried about losing their jobs/ colleagues losing jobs/ having to take on additional work/stress in a constantly changing environment may be a nice environment to work in	Change	Corporate and Community Services
Stability	Change	Corporate and Community Services
There does not seem to be time these days to allow processes to be implemented and time given for them to be embeded before all change again. I fully understand that change is required to enhance service given to our residents, but I feel time should be given to allow things to embed enabling the changes given to implement take effect and measurement can be more meaningful on how well a particular process chain is developing or whether it needs tweaking.	Change	Corporate and Community Services
less urgent change and more stability in the senior leadership structures	Change	Corporate and Community Services
Stop shifting Heads mof Service around and look at the quality of middle management.	Change	Corporate and Community Services
Restructuring and redundancy decisions that make sense, and aren't solely motivated by short term budget savings and Members/Senior Managers' lack of understanding of the big picture and how the changes will REALLY affect service on a practical level.	Change	Corporate and Community Services
A realisation that you cannot offer a five star service with a three star budget and that if you wish to offer a five star service then you need to recognised taht this can not be achieved by continually reducing or not replacing staff in key areas.	Change,Budget	Corporate and Community Services
Better communication. Permanent staffing and management direction. More effective leadership and decision making. More lower grade staff to complete the work. Consistent member decisions and input to limit costs or delayed timescales. Consistent and working IT systems - with no 'downtime'. IT equipment which was more supportive of working from home. Staffing support which makes you feel a valued member of the team and welcomes your ideas.	Change,Communication,IT systems	Corporate and Community Services
1. Should invest in better IT, so much time is wasted as it isn't fit for purpose. 2. Less restructuring which results in a constant turnover in staff meaning different teams and loss of experienced staff. Some change is good and necessary and ways of working should be challenged but constant change over years is wearing.	Change,IT systems	Corporate and Community Services
Better IT; the computers crash constantly all the time and it is very frustrating. the constant restructure that is going on makes for a nervous environment. never knowing if your job is secure or not. if we could get on with the restructure and finish it then we could all move on and staff morale would be higher.	Change,IT systems	Corporate and Community Services
Treat people with more respect.	Culture	Corporate and Community Services
trust	Culture	Corporate and Community Services
Expansion. More people implementing good ideas.	Culture	Corporate and Community Services
Treating staff with respect, being more open about sudden unexpected departures.	Culture,Communication	Corporate and Community Services
Better communications - there is no standardisation to the comms that come out - for example we got last week bulletin on Friday and this weeks on Monday, whats changed over 2 days that we are closed? I am very open to change but there is no clear approach to it, the resent consultation was not done acceptably - for example we were basically told what was happening and not asked for our views or concerns in a correct manner - I submitted a question to the FAQ which was never responded to but put on the published document reworded and responded to with the same generic response and I know that I am not the only member of staff that this happened to. We are supposed to be innovated and forward thinking but new appointed managers do not bother to speak with staff to learn and grow from previous projects - this would have a massive impact on helping staff feel involved, communicated with and feel like there suggestions and views are valued, something which is so very poorly done here. There is also no development or learning and training done here, there may be the odd excel training advertised but this is for the privilege few who's managers will allow them to go on training - funny how we are told no yet they are allowed to go to expensive conferences and do qualifications. I feel we have lost the team atmosphere across the borough, something which was the main factor for the staff working here. Some simple changes could have such a big impact yet when we suggest them they are ignored for fear of wasting time of incurring a small cost - this is having a major impact on staff motivation.	Culture,Learning and Development,Communication	Corporate and Community Services
More flexibility in home working.	Flexible working	Corporate and Community Services
Communication of who does what in terms of staff so work isn't duplicated. Resources equipment printers, replenishing kitchen equipment and toilets to be kept cleaner.	General Environment	Corporate and Community Services

Improvement in Hardware. The use of blue/ white lighting as this has been shown in a numerous studies to boost performance: (Viola, A. U., James, L. M., Schlangen, L. J., & Dijk, D. J. (2008). Blue-enriched white light in the workplace improves self-reported alertness, performance and sleep quality. Scandinavian journal of work, environment & health, 297-306.) Actively encourage the increase consumption of water throughout the day. Hydration levels significantly affect both well being and performance. (Suhr, J. A., Hall, J., Patterson, S. M., & Niinistö, R. T. (2004). The relation of hydration status to cognitive performance in healthy older adults. International journal of psychophysiology, 53(2), 121-125.) Perhaps including it as message when the computer is in sleep mode? 	General Environment	Corporate and Community Services
Better resourced.	General Environment	Corporate and Community Services
Enough resources to do a proper job	General Environment	Corporate and Community Services
Doing away with this open-plan office set up. I strongly dislike working in an open plan office where my telephone conversations are overhead and the conversations/discussions between my team are overhead. This is really inhibitive and detrimental to the production of my team.	General Environment	Corporate and Community Services
Better technology to be able to work with ease i.e. wifi needs to be better. Also having more budget for tech. For those dealing with members of the public we currently process information by producing paper copies, then scan, then save and then input data, it's a waste of time - ipads etc. would be very useful to my team especially.	IT systems	Corporate and Community Services
The IT connections are not very good and we regularly have issues with the service going down.	IT systems	Corporate and Community Services
More resources in terms of staff to provide a better service and far improved IT systems. Staff are let down by the lack on investment in IT. A number of other Councils staff are provided with laptops and phones. Improved IT would help staff to work more efficiently and effectively. I'm sure there will be cost savings through better IT. The Council also needs a clear vision for how where it wants the Borough to be in the future. We constantly feel we are in a position where we are reacting to events because of no clear forward planning.	IT systems,Strategic Vision	Corporate and Community Services
Genuine support from councillors	Members	Corporate and Community Services
For all Councillors to support Officers decisions, where those decisions have been made in accordance with adopted policy. More resourcing to provide a better service. Improved remuneration.	Members	Corporate and Community Services
improved officer/member relationships at all levels	Members	Corporate and Community Services
Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence.	Members	Corporate and Community Services
a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals	Members,Communication	Corporate and Community Services
stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want	Members,Council Tax reduction	Corporate and Community Services
Better morale, bettewr team working and interdepartmental visions for what should be delivered for the good of the borough. Not to feel threatended and bullied by members who appear to be pushing things through without listening to officers. There is a culture of just 'doing as your told'	Members,Culture,Cross Departmental	Corporate and Community Services
Generally, what would make council a better workplace are improvements in staff morale. This is commonly impacted by issues that interfere with day-to-day work, such as issues with IT, issues finding a desk, a parking space, lack of / issues with printers and stationary supplies, difficulty working in a noisy open plan office, failure to reward hard work/ failure to identify or deal with officers who are not pulling their weight. Morale is also ground down by a mix of 'reactive' management, and absence of management responsibility that creates a sense of unease and uncertainty to what often should be straight forward provision of service by competent officers. Frustration is created from the staffing structure which allows an imbalance in workload, and team numbers are not consistent with workload/area of responsibility. Provision of service 'on the ground' is consistently under strain, whereas services removed from the frontline e.g. communications/business development seem to have plenty of staff resource relative to their output. This is often to the benefit to the politicians rather than public e.g. communications is a political tool and used to promote the current administration but is funded at the cost of services on the ground. This type of activity is commonly accepted by officers but has a serious impact on morale.	Members,Culture,Senior leadership,Workload,Change,IT systems	Corporate and Community Services
Staff should be brave enough to stand up to councillors and offer advice which is listened to. Councillors should make more of an effort with staff. Senior Leadership team should interact with each other more and with front line services.	Members,Senior leadership	Corporate and Community Services
More trust from senior management and members to enable more autonomy and a sense of clear vision and direction that everyone understands	Members,Senior leadership	Corporate and Community Services

The Boro' is here to provide a service and in spite of incredible odds, the staff that are left continue to do their best to achieve this, but while the focus is money driven, this is unlikely succeed. To save money using headcount reductions by various means and cutting budgets are false economies that look good on paper and tick all the right boxes but the knock on effect of this financial and political wizardry can and does have dire consequences - there is a limit to how many cracks can be papered over. Sooner or later, the truth will out and crisis management by the remaining staff is not the answer. The solution - go back to the drawing board. CREATE is a great concept - best summed up as 'do unto others etc.' but there has to be hard evidence of this being implemented from the top down.	Members,Senior leadership,Change,Budget	Corporate and Community Services
Cannot think of anything.	Misc	Corporate and Community Services
Reacting to feedback from staff surveys.	Misc	Corporate and Community Services
less 'managers' and more people doing the work!	Misc	Corporate and Community Services
drop CREATE and do real organisational management. Implement effective project management and have clear roles and responsibilities for members and officers.	Misc	Corporate and Community Services
On balance I do believe it is actually a very good workplace, perhaps just more of the same.	Positive	Corporate and Community Services
Feeling that I am respected, valued and appreciated for the contribution I make.	Recognition	Corporate and Community Services
Being made to feel valued.	Recognition	Corporate and Community Services
It is a simple thing, but in previous employment staff are told they are doing a good job. Not by a faceless group email but by the managers, directors, owners. This really boosts morale and makes staff work harder knowing they are appreciated. At RBWM it seems that nothing is good enough, no matter how hard one works, more is expected without appreciation of the previous work / project. This culture doesn't inspire me to work as hard as perhaps I could.	Recognition	Corporate and Community Services
Improvement to recruitment & retention of staff.	resourcing	Corporate and Community Services
Recruitment of staff and filling of vacant posts. Staffing resources to carry out all the work allowing staff to be proactive and not reactive. Joined up thinking across directorates would help	resourcing	Corporate and Community Services
Enough staff to carry out the work. Less shared services.	resourcing	Corporate and Community Services
Pay award for all staff but incremental progression dependant on performance.	Reward	Corporate and Community Services
Better pay and pay rise	Reward	Corporate and Community Services
People are not using all their skills to the potential and it's difficult to feel like you are doing your best in a role when you cannot do this and you do not receive the pay you should for this hard work.	Reward	Corporate and Community Services
Better scales of pay	Reward	Corporate and Community Services
Timely appraisals and objective setting (it is now January and I have yet to go through an Appraisal). Stop the largely unnecessary cost cutting in service areas which often result in more officer time wasted when dealing with inefficient IT systems and outdated software. A significant reduction in political involvement in all aspects of planning. Technical studies/reports by officers should not be subject to repeated alterations by members. The amount of officer time spent briefing, rebriefing and responding to member issues reduces staff work capacity, and has a significant detrimental impact on staff morale. Such established practices are engrained into the very fibre of the Council, and must change in order to progress. No other LA I am aware of operates in this manner. The lack of a meaningful training budget means maintaining and enhancing technical skills and knowledge becomes almost impossible, thereby threatening the professional membership of accredited bodies. The performance related pay concept results in such a pitiful bonus for staff I believe it could result in staff questioning the benefits of trying to achieve anything meaningful. This becomes more difficult when, as stated in point 1 the appraisal process has not been completed. Staff make significant sacrifices in order to try and salvage their professional integrity rather than for financial gain. This results in an inability to retain, and recruit the most suitable staff for roles at all levels. The poor reputation of RBWM amongst other LAs across the region is telling.	Reward	Corporate and Community Services
Decent salary	Reward	Corporate and Community Services
Don't set performance targets such that the best, those already through the gateway, find it next to impossible to get a cost of living increase, and burn themselves out in the attempt.	Reward	Corporate and Community Services
People are constantly leaving, the turn over of staff is too high, this demonstrate people are unhappy and don't feel valued. We are always targeted when looking to safe money, they are constantly implementing changes to our pensions ,sick pay etc...these changes are always detrimental to the employees.	Reward,Change,Budget	Corporate and Community Services
Improve benefits on offer. eg. More flexibility on work patterns / core and flex hour working bands. Maximum annual leave entitlement is low compared to some other Council where the leave entitlement increases on a time served basis. Childcare voucher scheme offered is very ridged requiring 12 month commitment for the same amount to be deducted as part of salary sacrifice scheme. Currently unable to change voucher amount on a monthly basis to match childcare requirement (which in practice do vary overtime). Encourage more joint up thinking / collaboration among Council departments to raise awareness / promote contribution sign up to the big picture - can be done through staff forum / workshops led by the Leadership team. This would reduce likelihood of silo working.	Reward,Cross Departmental	Corporate and Community Services
stop using staff and treating everyone like a number. Reward good work and stop the culture of who you know rather than what you know. Staff pay awards need to be given a higher priority- Yes, even in these tough times!	Reward,Culture	Corporate and Community Services
more trust in officers, better benefits to staff, and providing decent It equipment to staff	Reward,General Environment	Corporate and Community Services

I think Directors need to engage more with Staff. I thought the MD walking around with chocolates to all the staff at Christmas was a simple but effective way of introducing herself to the workers and showing an attempt to engage with staff at all levels. We have a new director working in our open plan office who will have been here months before his 'official introduction' in the desborough suite. I am all for introducing to the masses but that should be done in the first week not months later when you have already ignored everyone in the office.	Senior leadership	Corporate and Community Services
Senior Managers that stay long enough to impliment solutions and see them through to completion and take responsibility for their actions. Senior Managers hived off into Zone A seprated from teams and daily operational contact and awareness.	Senior leadership,Change	Corporate and Community Services
The management structure of the organisation seems to have shifted to a very top down organisation where the focus seems to be on staff being controlled/ managed and not lead or inspired. The council as an organisation does not follow the create values it promotes from the top and should do more to make all staff feel valued , that they have a future here, demonstrate more trust and respect for staff and that their efforts do really matter and not just those of a select few . There needs to be more clarity about what senior managers are trying to achieve with the organisation which is not always apparent especially to staff further down the structure .	Senior leadership,Change,Strategic Vision	Corporate and Community Services
Better I.T systems. Approachable, leadership and friendly Heads of Service.	Senior leadership,IT systems	Corporate and Community Services
Currently there is not enough accommodation for the number of staff who come into to work. Not all staff either can or want to work from home. It is not productive to have staff wandering about looking for desk space. Nor is it conducive for communications, support or moral to not have teams seated together. It would be helpful to relook at possibly reallocating designated team areas, as this may help in the areas above.	Smarter Working	Corporate and Community Services
The hot issue now would be reducing the current seating anxiety by allocating teams to areas, albeit on the set 6:10 ration. Some work involves lengthy phone calls- not always quiet, others require quiet focus...the two cannot work well sat side by side. We are creatures of habit and the council risks not getting the most out of its employees by continually re-arranging the team dynamics. I think 'managed' hot desking is the better way to go. This may well change soon.	Smarter Working	Corporate and Community Services
more accommodation. whilst i support the principle of hot desking, there are not sufficient workstations available for the number of staff who wish to work in the office rather than at home.	Smarter Working	Corporate and Community Services
a desk for everyone IT systems that are faster and do not freeze	Smarter Working	Corporate and Community Services
I think changes to the hot desking would help as currently some zones are over full and staff who need to sit together are unable to. I think currently there are too few desks for the number of staff. Improvements to the IT system need to be made urgently to ensure time is not wasted waiting for issues to be resolved.	Smarter Working,IT systems	Corporate and Community Services
fewer emails requiring responses from senior team - at weekends, IT systems that don't freeze/go-slow regularly - this has worsened in last few months and is now having a significant impact, sufficient desks - this is hopeless at present and means we can rarely sit with colleagues and so lose all benefits of co-location, 	Smarter Working,Senior leadership,IT systems	Corporate and Community Services
A walking club at lunchtime to encourage fitness.	Social / Wellbeing	Corporate and Community Services
I think in the past there was a little more care for the wellbeing of staff as individuals and a return to that would make it an even better workplace	Social / Wellbeing	Corporate and Community Services
Clear statement of what the specific strategy for 5 -10 years is. So, less "residents first" more, "it will be achieved by, for example, outsourcing everything where possible/completely dropping certain activities/shared services for x/y/z".	Strategic Vision	Corporate and Community Services
Develop a sensible & achievable 5 year service & people strategy, consult properly with residents and staff, and implement and stick to it!	Strategic Vision	Corporate and Community Services
Better communication. An IT system that worked and you can talk directly to IT. More staff in directorates to take pressure off colleagues who are under far too much pressure. Being able to talk to people and not voice mails or being directed through various options which are totally non-representative of the teams they represent. Too much red tape and time wasting resulting in poor and late decisions. No regard for the welfare of the staff, every request for feedback is purely lip service, no regard is paid to what staff actually say/want/need. Distortion of surveys like this one to show the results the councillors actually want to hear. Councillors that are only out for themselves and what they can get and not having the residents wishes at the heart of what they stand for.....	Workload,Communication,IT systems	Corporate and Community Services
Better staff morale, less pressure, better IT equipment	Workload,IT systems	Corporate and Community Services
For the staff to have their views and ideas heard	Being listened to	Adult, Children and Health Services
To understand the need of service users and employees.	Being listened to	Adult, Children and Health Services
For senior management team and elected members to listen to and genuinely engage their workers and not just concerned with meeting performance targets which doesn't reflect all of the good work carried out by the staff under difficult circumstances. An increase in pay is long overdue to try and retain what few permanent staff they have left as the remaining staff have low morale, feel overworked, underpaid and stressed due to the workloads and staff leaving, which the senior management team don't seem to be doing anything about. Paying for locum staff is a false economy. This will only be changed by offering a level of pay that attracts workers that can afford to work for this borough because of the high cost of living in this area. That managers actually exhibit the CREATE values to properly support the welfare of their staff.	Being listened to,line management,Reward	Adult, Children and Health Services
Less pressure on Resources in respect of funding. Being able to be pro active and not have to constantly justify every Penny spent.	Budget	Adult, Children and Health Services
Greater budget for Adult social care	Budget	Adult, Children and Health Services
With the many budgetary pressures that are impacting this is difficult to respond to.	Budget	Adult, Children and Health Services
more cash to enable them to provide the services expected by residents	Budget	Adult, Children and Health Services

More support for older residents Fewer restructures Not having to spend budgets for fear that your budget will then be reduced. It increases irresponsible spending of public funds in every area of Council work.	Budget,Change	Adult, Children and Health Services
Members not seeking to make what is a good council worse by outsourcing effective services (thus making them worse), just to reduce council tax by a planned 10% when I believe residents are happy to pay either the same council tax or slightly more for what I think they believe are good services. LAHS is one of the best library services of its size in the country; outsourcing it would mean staff numbers would be reduced drastically, while members could then wash their hands of it, saying it's run by someone else. Please wake up on this before it's too late.	Budget,Change,Members	Adult, Children and Health Services
1. BETTER PAY 2. STOP CUTTING COUNCIL TAX BILLS TO LOOK GOOD AND USE THAT MONEY TO REPLACE STAFF 3.MORE STAFF 4.THAT CAREWATCH ARE REMOVED FROM THE OUTCOME BASED COMMISSIONING THEY HAVE DONE AN AWFUL JOB AND WE HAVE LET THE SERVICE USERS DOWN AND LEFT THEM VUNREABLE AND AT RISK. 5. CLEAR PROCESS 6. THAT SERVICE MANAGER AND ABOVE ADHEAR TO THE CREATE VALUES	Budget,Change,Senior leadership,Council Tax reduction,Reward	Adult, Children and Health Services
I would rather not have a coucil tax reduction but it to be invested in staff where extra staff are needed.	Budget,Council Tax reduction	Adult, Children and Health Services
More Money in all service areas and less beaurocracy.	Budget,Culture	Adult, Children and Health Services
Person centred approach rather than budget centred	Budget,Culture	Adult, Children and Health Services
Less processes and bureaucracy; more money; more resources for residents	Budget,Culture	Adult, Children and Health Services
having more money to buy the resources we need to maintain a good service	Budget,General Environment	Adult, Children and Health Services
Financial incentive that is comparable to neighbouring authorities, Supportive management, not focused soley on financial matters which would increase job satisfaction and moral.	Budget,Reward	Adult, Children and Health Services
Management of budgets and the understanding of what is needed in each department should be more efficient. A proactive approach not a reactive approach is needed. Staff cuts are made due to budgets but not in the right areas, therefore there is too much stress on staff and some an impossible work load, especially in social care.	Budget,Workload	Adult, Children and Health Services
Clearer direction, clearer objectives, listening to experienced people instead of dismissing experience. Career progression opportunities.	Career progression,Strategic Vision	Adult, Children and Health Services
The constant restructuring and reorganising is not effective, it does not offer a sense of stability; staff input in not considered; the impact of the changes to our day to day practice is often not well thought of. Better communication with line staff, and include or consider our suggestions when making changes that will impact our practice. - Allowing the POD system to work without adding additional assessments to the already heavy case load. Allowing social workers to actually be able to practice social work with families, without feeling overwhelmed by a high volume of cases.	Change	Adult, Children and Health Services
Uncertanty of the future	Change	Adult, Children and Health Services
Not sure but may be a reduction is staff turnover to give a sense stability.	Change	Adult, Children and Health Services
The goal posts keep moving, make a procedure and stick to it, one rule for one is not a way forward. We need to know where we stand.	Change	Adult, Children and Health Services
Constant uncertainty and job insecurity makes work very challenging. Much is achieved in the Council through the dedication of staff and many services who have experienced major staffing reductions are being held together through the will of staff. A number of key senior figures have left recently/are due to leave and this will unsettle people.	Change	Adult, Children and Health Services
It seems that there is always a consultation affecting staff within the directorate and yes change is good but this constantly promotes an atmosphere of uncertainty and instability therefore creating low work moral for all around the directorate. A greater stable employment/work environment could assist in the moral and productivity of all staff.	Change	Adult, Children and Health Services
If we did not have such a high turn over of staff and things were more consistant.	Change	Adult, Children and Health Services
If when changes are made staff are taken into consideration. Not told when consultations are published that their positions have been deleted. Many of the staff are also residents as well.	Change	Adult, Children and Health Services
Colleagues need to become better at managing and dealing with change	Change	Adult, Children and Health Services
structure, consistency and clear processes in place	Change	Adult, Children and Health Services
Less restructuring, more stability, giving managers back some autonomy to do the jobs they were employed to do. Listeneing to staff who know their service areas well, before making decisons about what will or won't work. Less blame culture, more learning from lessons and appreciating the pressure teams are under with so few staff now.	Change,Culture,Being listened to	Adult, Children and Health Services
Stability. Hiring managers who are consistent. Valuing training that would prevent workers from constantly having to be chastised for failing to meet the unrealistic expectations of locum managers.	Change,Learning and Development,line management	Adult, Children and Health Services
Stable workforce with more succession planning and better middle-managers.	Change,line management	Adult, Children and Health Services
Stability and Trusting senior management who is INTERESTED in the SUCCESS of CHILDREN and not for the money. Honesty, Openness, Individual's skills being appreciated and respected.	Change,Senior leadership	Adult, Children and Health Services
Managers and HR treating their staff with respect, consideration and have feelings on how they treat their staff (how would they feel if they were treated in the same way).	Change,Senior leadership	Adult, Children and Health Services
Improvements in communication Honesty if forward planning	Communication	Adult, Children and Health Services
clearer and more honest communication from the top down	Communication	Adult, Children and Health Services
Transparency of decisions	Communication	Adult, Children and Health Services

More genuine involvement of staff in decisions. Better communication.	Communication	Adult, Children and Health Services
Anyone working outside of the town hall can feel excluded.. Most emails received from the council relate to the town hall and seem to forget those who represent the council are not always working at the town hall. We do not know the people mentioned in emails etc as we never see them. We need more inclusion to feel part of the Royal Borough.	Communication	Adult, Children and Health Services
Greater transparency and consultation with residents on budget decisions and savings proposals.	Communication	Adult, Children and Health Services
Less micromanagement Being listened to as the subject matter expert, and being able to give a view that is respected Being empowered to make decisions Someone actually making informed decisions in a timely way Being less of a knee jerk organisation, so that the long-term consequences of actions are thought through using a proper change management process Communications, why is it that we hear on the radio that 40 staff are being made redundant under the changes and yet it is not communicated to the staff themselves?	Communication,Being listened to,line management	Adult, Children and Health Services
Genuine communication with the workforce when undertaking major changes. IT often feels like it's done out of obligation rather than a genuine desire to take feedback.	Communication,Change	Adult, Children and Health Services
Better communication. Better IT	Communication,IT systems	Adult, Children and Health Services
COMMUNICATION & more RESPECT towards staff from above. and actually using skills staff have and supporting their development!	Communication,Learning and Development,Senior leadership	Adult, Children and Health Services
Better pay, more feedback and info from the leaders and the opportunity to meet with them on a regular basis and share thoughts.	Communication,Senior leadership,Reward	Adult, Children and Health Services
Better work-life balance, more resource (though I understand the need to reduce budgets), better communication between senior leadership and general staff	Communication,Workload	Adult, Children and Health Services
More money spent on the structures rather than keeping government happy with the continued cut in council tax	Council Tax reduction	Adult, Children and Health Services
Better inter-agency working (with certain services)	Cross Departmental	Adult, Children and Health Services
Further integrated working.	Cross Departmental	Adult, Children and Health Services
Different services need to work together more as some residents are playing one off against the other to gain advantages over what they can get.	Cross Departmental	Adult, Children and Health Services
Even more joined up working between teams and directorates.	Cross Departmental	Adult, Children and Health Services
Teams working together better, as have repeatedly spent time trying to get support from mental health team for service users and get no help and resistance.	Cross Departmental	Adult, Children and Health Services
Everyone working together, less of a blame culture.	Cross Departmental,Culture	Adult, Children and Health Services
More effective and less repetitive processes. More interaction between the upper management and our service users and carers to explain why there is a lack of services. More training opportunities, these have significantly lessened. Pay reward as we have effectively had consistent pay cuts as we have had benefit cuts as well as no pay revision for a long time and cost of living has gone up a lot. Better joint working from other teams where their input is required.	Cross Departmental,Learning and Development,Culture,Reward	Adult, Children and Health Services
Better communications between senior managers and those on the shopfloor Better ICT Better pay and benefits Better joint working CMHT More services for vunerable adults	Cross Departmental,Misc,Communication,Leadership,IT systems,Reward	Adult, Children and Health Services
- Better promotion of the benefits available - The MD and senion management team/Councillors being more visible (all sites) - More joined up working within and across Directorates	Cross Departmental,Senior leadership,Reward,Members	Adult, Children and Health Services
The senior management team need to work together better. Too much silo working. No clear direction. Pay Reward scheme is too complex and will only get worse once members are involved.	Cross Departmental,Strategic Vision,Reward	Adult, Children and Health Services
There is too much bureaucracy and 'politicking'	Culture	Adult, Children and Health Services
Flexible working STOP blame culture that is of serious concern within the borough at the moment. Workers currently do not feel safe. They is a lot of scapegoating, bullying and blaming which is impacting on our confidence and health.	Culture	Adult, Children and Health Services
Less bureaucracy e.g. the appraisal process which is currently too heavy and does not motivate staff.	Culture	Adult, Children and Health Services
values staff and believe in their skills	Culture	Adult, Children and Health Services
to be heard and make changes to that	Culture	Adult, Children and Health Services
less red tape	Culture	Adult, Children and Health Services

Work/life balance practcied by senior management. Less last minute/reactive, more planned/proactive. Understanding each departments functions and opportunities to identify assets in RBWM and use to our advantage. Increased focus on relevant PPD. Increased focus on career aspirations of staff and nurture their development to retain talent. 	Culture	Adult, Children and Health Services
More focus on how we create a really positive working culture. We need to improve our reputation then we will attract the best employees.	Culture	Adult, Children and Health Services
Making staff more accountable for time.	Culture	Adult, Children and Health Services
If it had less of a blame culture. Officers being able to make more decisons within their remit without continually checking with members.	Culture	Adult, Children and Health Services
More efficient working practices,	Culture	Adult, Children and Health Services
Supporting employees	Culture	Adult, Children and Health Services
Managers being more trusted to work autonomously, we should have more control for example allowed more creativity regarding staff and recruitment.	Culture	Adult, Children and Health Services
Team members together not on different floors or in different buildings	General Environment	Adult, Children and Health Services
I am currently located at York House and the facilities here compared to the Town Hall appear to be lacking. I believe if the environment you work in is a good one and one you feel happy with, the more likely you are to feel better about the workplace and vice versa.	General Environment	Adult, Children and Health Services
Having clean toilet facilities in York House - our cloakrooms are in a disgusting filthy state, this has been brought to the attention of facilities but nothing changes. The kitchen isn't great either, RBWM don't seem to appreciate their staff, supplying clean tea towels regularly would be a start.	General Environment	Adult, Children and Health Services
More available resources. It is important to allow people the time to do their work properly so the quality of the work is good rather than expecting the same quality in a shorter space of time.	General Environment	Adult, Children and Health Services
Having the correct tools/equipement to do ones work.	General Environment	Adult, Children and Health Services
Printers that work properly and not broken constantly.	General Environment	Adult, Children and Health Services
Less open-plan work spaces for service teams who frequently interact with service users on the telephone -- or more screening to reduce noise. There are a lot of very long and, sometimes, very loud phone conversations with service users which should be held more discreetly behind closed doors. People don't realise how much their conversations are overheard. Also, although verbal information sharing is necessary between team members, it should be done discreetly and with an awareness that other people cannot help but hear discussions, despite not wanting to listen to them. It is also very distracting and makes it impossible to concentrate on one's own work. If a manager is aware that someone on their team has a very loud voice, they should encourage/direct the person to use an office for long conversations or conference calls.	General environment	Adult, Children and Health Services
seating and desks for all staff, causing less frustration and stress. Better management of surroundings, i.e. office noise, broken photocopier, kitchen mess. Being part of a team, that has been ripped apart and spread over the building. A name above your computer, would help with finding staff/getting to know staff. Praise for what you have done and not only what you haven't done. Improved IT systems e.g. PARIS.	General Environment,IT systems,Smarter Working	Adult, Children and Health Services
more resources including staff	General Environment,resourcing	Adult, Children and Health Services
I work at York House Windsor. We do not have the updated IT equipment at Town hall. The building is also in need of refurbishment. Retainment of staff has been a real problem. Re-evaluation of salary for non qualified staff needs to be actioned as other local boroughs are paying staff a higher salary for the same jobs.	General Environment,resourcing,IT systems,Reward	Adult, Children and Health Services
Investing in the IT systems to work properly, many hours are lost to IT issues, CAD, Serengeti and Agresso. Too much time is consumed on all these systems and it is not efficient use of time.	IT systems	Adult, Children and Health Services
reliable IT, more desks	IT systems,Smarter Working	Adult, Children and Health Services
Look at who are making the major decisions and consider are they the right person for the job. Promoting from within.	Leadership	Adult, Children and Health Services
Allowing enterprise and vision within teams to be funded so that those ideas can be realised. Employing Heads of Service who are visible and talk to their new teams. Buying into a more comprehensive cleaning contract so that kitchens and toilets in the Town Hall are deep cleaned once a month. 	Leadership	Adult, Children and Health Services
Working practices are very outdated and need a overhaul, which would not be expensive but needs a better level of management who are more ambitious, inspirational and efficient.	Leadership	Adult, Children and Health Services

Managers are often accountable but not directly responsible for areas of work as they are not given decision making power. This often leads to having to work to standards below your own, but answering to them publicly. Decision making power should be delegated according the position and specialism within the organisations. An improvement would also be, if teams were restructured/ remits were set with views of staff taken into account. Often, operational staff have escalated issues/ improvements to senior management for months before action is taken, if at all. There is a drive for transformation/ imporvement but the smallest decision/ change in remit etc can take vast effort and long timescales. Technology! Officers are expected to be paperless but without the technology to actually support this- eg access to the systems within meetings on a device that is truly portable. Also, for all teams to have supported, approoriate databases to facilitate work rather than unsupported, self created spreadsheets.	Leadership	Adult, Children and Health Services
If sufficient training and resources were provided to enable people to achieve the best they can in their work.	Learning and Development	Adult, Children and Health Services
To receive on going training to develop within the your job role, with an opportunity to achieve levels of qualifications to reflect the work being done and completed.	Learning and Development	Adult, Children and Health Services
Funding for more external training.	Learning and Development	Adult, Children and Health Services
Much better training within departments and getting rid of 10/11 hour days working for the libraries.	Learning and Development	Adult, Children and Health Services
more specialised training opportunitues or funding for training	Learning and Development	Adult, Children and Health Services
Empowering all staff to make decisions and to have more authority, a talent management pool - there are lots of staff with many skills who are overlooked	Learning and Development,Culture	Adult, Children and Health Services
The removal of phrase - at the discretion of your manager. Very unbalanced system - all dependant on who your manager is.	line management	Adult, Children and Health Services
to feel that I have a manager who is supportive and pushes me to succeed.	line management	Adult, Children and Health Services
for managers to listen to the workers	line management	Adult, Children and Health Services
A good manager that cares about staff. Who will encourage progression and new skills. Within the workplace.	line management	Adult, Children and Health Services
Flexible working conditions, trusting open managment, payment by results	line management,Reward,Smarter Working	Adult, Children and Health Services
An effective elected opposition.	Members	Adult, Children and Health Services
N/A	Misc	Adult, Children and Health Services
N\a	Misc	Adult, Children and Health Services
In house should be put back into place	Misc	Adult, Children and Health Services
Not sure	Misc	Adult, Children and Health Services
Not sure	Misc	Adult, Children and Health Services
reduced our	Misc	Adult, Children and Health Services
Any decisions that have been made or have been considered should be able to take place straight away instead of being put off.	Misc	Adult, Children and Health Services
Reduction of duplication, and availability of a wider resource base locally that would encourage client engagement. Travelling to access support is a disincentive to engage leading to a revolving door syndrome were clients keep coming back for the same issues they were previously supported with.	Misc	Adult, Children and Health Services
If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues	Misc	Adult, Children and Health Services
That it would look to maintaining the great facilities and provisions it once had for its residents and not look at every way to get rid of them	Misc	Adult, Children and Health Services
They should look at what is not being done instead of what we do really well. Look at the negatives and change them into positives is the only way forward in my view.	Misc	Adult, Children and Health Services
1. A better IT environment: the PARIS database is an ancient, inflexible, and labyrinthine working tool. My team need a workflow application which pulls data from a more up-to-date data store. I don't understand the function of the on-site consultancy team - are they working towards creating a better IT environment? This one cannot be fixed. A new one is essential. 2. More human resources to manage the volume of work we have. 3. Less travel between the Maidenhead and Windsor locations - this seems to be an own-goal in terms of an efficient use of people's time. 4. More healthy snacks in the machines. 5. Invite members of the public to join in the Monday health walks in Windsor.	Misc,Social / Wellbeing,Workload,IT systems	Adult, Children and Health Services
Recognising the work that we do and better prospects	Recognition	Adult, Children and Health Services
If staff were recognised for their hard work & dedication to the job. Staff are undervalued	Recognition	Adult, Children and Health Services
Valueing people taking some time to understand who is good and working to keep them instead of letting good people flood out of the door	Recognition	Adult, Children and Health Services
Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job	Recognition	Adult, Children and Health Services
Improved pay scales. Appreciation of loyalty and hard work. Listening to the workers and what they need/want to improve working within the borough. More consultation with us before change. More flexibility and home working opportunity which was offered as part of our roles but isn't implemented due to what feels like distrust in us.	Recognition,Change,Reward	Adult, Children and Health Services
Better communication and appreciation through the staffing structure, from front line staff to senior management. Adult social care have recently lost a lot of good staff members and this should be looked into. This is not an issue in the immediate team I work for but in the wider adult care structure.	Recognition,Communication	Adult, Children and Health Services

Support and understanding from higher management and elected members, if they are given a true picture of the situation on the front line. Higher management to speak to staff on a one to one basis about work place issues. Consistant management who can communication without aggression and undermining staff. A sevice manager who can work to CREATE values. Experienced staff to fill vacant front line positions, Reduce number of adult service staff leaving, by taking note and action from HR leavers interviews. Take action on why staff keep leaving RBWM. Provide professional SW training for AO's. Better pay Employ management who are approchable. No hot desking, It equipment that works. Promote good work life balance in practice. Bigger budget for much needed services. Address care providers concerns with Carewatch. Value and support staff to promote good practice in the work place. Transparency.	Recognition,Communication,Senior leadership,Members,Smarter Working	Adult, Children and Health Services
More integration with other services so that everyone can understand what each team does. Could do a "team of the month" spotlight on the Borough Bulletin that gives an introduction of the members and and case study for what a team does.	Recognition,Cross Departmental	Adult, Children and Health Services
Reliable it, telephones, valuing staff and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less agency staff.	Recognition,IT systems,Reward	Adult, Children and Health Services
Recognition to those staff working out in the field. Common sense from staff rather than always putting obstacles in the way, creating unnecessary work. Stop employing staff who have so- called retiered then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who in the past have been paid to manage staff but no longer do but are still getting paid whilst others continue to work hard with no extra pay.	Recognition,Reward	Adult, Children and Health Services
More consideration for the basic needs of staff (looking after them and valuing the work they do), in order to retain them.	Recognition,Social / Wellbeing	Adult, Children and Health Services
actions speak louder than words, and while we are told we are valued the evidence is otherwise. Cancelling the "Christmas" lunch (due in February) without any explanation communication or apology?? Very poor. People have adapted to huge pressures and changes, not least hot desking and the creation of the MASH room, this has created a working environment that is at times extremely stressful and difficult. A little thank you at Christmas would have gone a long way, to have it cancelled without any explanation or comment about rearranging is just poor effort on the part of the council and makes me feel like staff actually aren't valued at all.	Recognition,Social / Wellbeing,Smarter Working	Adult, Children and Health Services
Staff should be more appreciated and not have work piled upon them and being expected to cover when colleagues leave and they cannot employ someone else. Consultation should mean that, not just be lip service. That is why so many don't submit responses - it's a waste of time! Finally there should be better pay and even thanks for hard work rather than criticism.	Recognition,Workload	Adult, Children and Health Services
Faster reaction times when replacing staff/recruitment processes	resourcing	Adult, Children and Health Services
More staff	resourcing	Adult, Children and Health Services
You need to sort out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money	resourcing	Adult, Children and Health Services
I feel that more resources are needed to ensure a better delivery of services and also feel that the staff have a very important role to ensure that the council offer the best service.	Resourcing	Adult, Children and Health Services
Clear goals and strategy that actual are effective and consistent. Ensure that there is enough staff to actually do the work required as the teams are too lean and are unable to cope with absences and issues	resourcing,Strategic Vision	Adult, Children and Health Services
better benefits for employees	Reward	Adult, Children and Health Services
better terms and conditions for staff	Reward	Adult, Children and Health Services
if I and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not	Reward	Adult, Children and Health Services
better pay for what we are expected to do.	Reward	Adult, Children and Health Services
Ability to buy 15 days maximum A/L	Reward	Adult, Children and Health Services
Better pay and rewards. More support from Managers	Reward	Adult, Children and Health Services
Workers would feel valued if they were recognised for their work- cash bonus for employee of the month for example. This would encourage all to see positives in others.	Reward	Adult, Children and Health Services
Better pay	Reward	Adult, Children and Health Services
Current appraisal system is divisive as it is linked to appraisal. Appraisal is useful but not when linked in this way. It would be better if the council considered pay rises for the lowest paid and retention bonuses or additional leave as currently employed by other councils in the County. At present there is little to incentivise workers from other Boroughs to join the council and to remain	Reward	Adult, Children and Health Services
Clear structure, competitive salary, reduce caseload ,adequate training for managers and CP, direct consultation with social workers when decisions are to be made with regards to day to day practice .	Reward, Workload, Communication	Adult, Children and Health Services

Better working conditions - currently the working conditions for children's services are very poor. I am no longer able to take my child to school even though I work part-time as I would have no-where to work if I'm not in the office by 8am. I have wasted considerable amounts of time trying to find a place to work when I return from appointments or trying to log on remotely - which can be a variable experience. Poor working conditions are a major source of stress for me and lead to inefficient use of time. The erosion of pay and conditions over the last few years is demoralising and leads to a feeling of being undervalued.	Reward,Smarter Working	Adult, Children and Health Services
A new managing director who doesnt sack staff you dont subscribe to her exact veiwpoints.	Leadership	Adult, Children and Health Services
Senior managers understanding and protection of front line staff, ie not continually putting staff in volatile situations and just expecting them to 'get on with it'	Leadership	Adult, Children and Health Services
Senior leadership should be visible, perhaps spend time with different team to see how the staff work on operational level Retention of the staff Continuity from manager Value of the staff contribution and encouragement Use staff skills for maximum use 	Leadership	Adult, Children and Health Services
I do not feel that the Senior Management Team are always 'honest' and because we are all adults working I hope for the same end result - good service I appreciate honesty with good notice, being informed in an email after the official working time so that we pick up information the day something is happening for example is not appreciated.	Leadership	Adult, Children and Health Services
Senior management that really cared and listened to what we really need	Leadership	Adult, Children and Health Services
Senior management posts filled with permanent staff, instead of interim appointments that struggle to deliver effective improvements.	Leadership	Adult, Children and Health Services
IT infrastructure - this is an essential tool as my job is system based. Constant freezing and poor performance is frustrating not only to end users, but IT too - and these people have to deal with the fallout when it goes wrong. Senior managers and members should also been seen to be leading by example, not 'do as I say, not as I do' as can be demonstrated a bit too often.	Leadership,Culture,IT systems	Adult, Children and Health Services
If councillors had less power and recognised and valued the expertise of officers. Greater transparency. A MD with a narrower remit	Leadership,Members	Adult, Children and Health Services
If senior management were not Locum you would have more managers who are committed to be bringing change and challenge higher management if the staff have concerns not just looking forward to doing what they have to in order to be paid.	Leadership,resourcing	Adult, Children and Health Services
Respect from seniors. Some senior practitioners should not be in post. They have no leadership skills or treat most staff with respect or dignity. They are rude within a public setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publicaly voiced by staff and their voice and opinions are just totally ignored and brushed under the carpet. Thus allowing a culture of continual bullying to continue un abatted which in turn continues an on going exodus of good, skilled and professional workers. Collectively as staff who remain are just told this is normal staff wastage. Exit interviews are not promoted or true honesty from those that leave with the real reasons for fear of receiving bad references and they have been so brow beaten they are just happy and relieved to get out of such an unhappy work place. This satff survey is yet again another stupid exercise for staff to be really truthful being told it is confidential. Staff do not trust the establishment or beleive a word that things will be addressed, fearing for their jobs and their futures that this information will be leaked. No concerns about bullying have evr been properley addressed as it continues and continues, there is no transparacency for staff to have faith or belief in upper seniors or councilers as nothing at all has changed but a continual exodus of staff, staff still working unhappy and now locums costing large amounts of money taking their places.	Leadership,resourcing	Adult, Children and Health Services
New leadership, counsillors who actually understand the needs of the residents and listen to the Borough's employees rather than thinking they know best. Fair and accurate pay in line with other boroughs	Leadership,Reward,Members	Adult, Children and Health Services
A desk that is mine and the ability to work in close proximity to my team.	Smarter Working	Adult, Children and Health Services
No hot desk	Smarter Working	Adult, Children and Health Services
More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings.	Smarter Working	Adult, Children and Health Services
Office space so that staff could come into the office to work, knowing that a desk is likely to be available. This would enable team working instead of the individual silos we are trapped in.	Smarter Working	Adult, Children and Health Services
Storage space for resources. Reliable access to a desk and computer. Being able to network with work colleagues when in the office. A locker. Reliable access to the computer system when having to use laptop in the office.	Smarter Working	Adult, Children and Health Services
Not having to struggle to find a desk. Having a locker. Having somewhere to meet with colleagues to really feel part of a team - where you can speak freely and in confidence about clients and how to address/solve problems.	Smarter Working	Adult, Children and Health Services
Knowing that I could always find a place to do essential admin work rather than waste time scrabbling round for a free place to work	Smarter Working	Adult, Children and Health Services

I think the working conditions are very difficult with many people struggling to get a desk. I have worked in two other councils that hot desk and it was no way near as hard to find somewhere to work. A lot of time and energy is wasted trying to find somewhere to sit and I am often in the corridor. It becomes a stressful race for people to get in earlier and earlier which is unfair on those that can't do so.	Smarter Working	Adult, Children and Health Services
Less hot desking which is stressing out the workers who cannot find a place to sit.	Smarter Working	Adult, Children and Health Services
Fewer cases for social workers, more social work staff, a more sensible solution to car parking, council organised and funded work socials (e.g Christmas meal/ party?), greater support and appreciation for difficulties during periods of change, more desk space, improved communication between senior management and staff on the ground.. the list could go on. This council has the potential to be an excellent service provider and workplace, but currently it seems like it is exploiting it's employees by overworking and under-supporting them. This may be the case in social services departments nation-wide, but you have the opportunity to run things differently. If you're not careful, you run the risk of losing your best social workers and you're back to square one.	Social / Wellbeing,Communication,Workload	Adult, Children and Health Services
The council needs to have more strategic direction which empowers their staff and encourages them to work rather than dishearten them. There needs to be investment and improvement in IT systems to replace the antiquated systems and infrastructure in place. When people talk about Lean they should be not be talking about losing staff rather than improving processes and the authority needs to be working more closely with the voluntary sector and health organisation to ensure better service, transparency of information and work towards the outcomes for the better care fund and providing better quality of life.	Strategic Vision,IT systems	Adult, Children and Health Services
Structure, the staff turn over rate is extremely high which unsettles the structure. Management need to look into why staff leave so often and why they are not retaining staff. POD system works well when fully staffed which has not being the case the last few months making it difficult.	Structure / Turnover	Adult, Children and Health Services
Flexible working hours	Workload	Adult, Children and Health Services
Staff retention of social workers so workload pressures are not impacting on the already very good staff, as they will leave.	Workload	Adult, Children and Health Services
More staff to enable increased demand on current staff to be managed effectively.	Workload	Adult, Children and Health Services
To put less pressure on their staff	Workload	Adult, Children and Health Services
More staff to share workload to ensure a good work/life balance	Workload	Adult, Children and Health Services
As an employee, I feel the workplace would improve if our wellbeing was reflected equally. I am a true believer that while the work we do is vital to improving and supporting our community; it is also important that we are supported in a positive manner with regards to our wellbeing rather than being treated at such times that the work is far greater than our personal wellbeing. Stress in my view is a contributing factor to sickness/leave, as well as to poor working moral and at times creates a atmosphere which is negative or bullying like. Therefore as a resident and employee of the borough I feel that it is imperative that we too embody that which we expect and strive to create within our residents/community.	Workload	Adult, Children and Health Services
Being paid an hourly rate based on the actual hours worked rather than a salary as there is no overtime payable at present and most members of staff are working through lunch times and arriving early and staying late on a regular basis to get the job done.	Workload,Reward	Adult, Children and Health Services
The level of work related pressure now is a significantly high level. The majority of people I speak to also feel the same, but I do not feel that the leadership team has an understanding of this because the pressure continues. There is a culture where people are not able to say that workloads are to much as the response is simply "well we have got to do it, nothing is going to change". I do not feel that recommendations by officer are taken into account by the Leadership team or members, and the idea of delivering 'smarter' is only the case when it is also delivered 'faster' at the detriment to everything else. I totally agree that we want to be offering the best possible service to residents but I also feel that to much emphasis is being put on new projects and innovation when actually there is a lot of things that could be done in-house with our own service if we were only given the time to make this a priority.	Workload,Senior leadership,Culture,Members	Adult, Children and Health Services
Less interference from members. More clear goals from Directors. Time and resources to do your job and not rushing from one crisis to another	Workload,Strategic Vision,Members	Adult, Children and Health Services
What might possibly make the council a better workplace? A staff council comprising representatives from all departments (not management) To provide feedback on how staff perceive events / changes / proposed changes / work environment / morale / any matters that matter to the general staff. And also to make suggestions. In this way possibly a different perspective will be filtered upwards. Not running out of paper and washing up liquid in the kitchen. Toilets never feel or smell clean. Many people would rather use the first floor toilets. I don't think CREATE values have been effective. I can't even remember what the C.R.E.A.T. and E. stand for. So less stuff like this. Why is it necessary? I obviously missed the point of it all.	Being listened to	Operations and Customer Services
More respect, regard and support from Team Leader/Managers Less cutting of personnel & expecting one person to take on the job of two or three	Being listened to	Operations and Customer Services
To show more support to staff who are often residents as well with two viewpoints.	Being listened to	Operations and Customer Services
take greater notice of the advice provided by experienced officers	Being listened to	Operations and Customer Services
Senior library management not having to worry about budgets being cut year on year, or being judged too heavily on fluctuations in performance figures.	Budget	Operations and Customer Services
A more realistic approach to raising revenue to provide improved services, e.g taking advantage of the government's agreement to increase council tax by 2% for social care.	Budget,Council Tax reduction	Operations and Customer Services
Less cuts to vital services. More investment in ICT.	Budget,IT systems	Operations and Customer Services

Properly resourced services with clear objectives	Budget,Strategic Vision	Operations and Customer Services
More opportunity for advancing	Career progression	Operations and Customer Services
Oportunities for personal improvement are not always obvious. There are not many opportunities to go on courses, work with other service areas or 'move up' within Customer Services.	Career progression	Operations and Customer Services
Being able to progress within the department.	Career progression	Operations and Customer Services
Less new ideas constantly and instead maintain what we have in place as a priority.	Change	Operations and Customer Services
More consistency - less reliance on stats	Change	Operations and Customer Services
Less reorganisations	Change	Operations and Customer Services
Stop ending processes which have worked successfully ie stationery ordering without having a new system actually up and running. This happened again when the cash office was closed causing all sorts of problems. Sometimes the financial control systems that are in place stop us providing the best value service to customers as we are unable to purchase from them as we can't use the pcard (banned category) and there is a reluctance to set some suppliers up as orders are 'small' ie less than £500.	Change,Budget	Operations and Customer Services
Better communication to staff at all levels Clarity on roles, responsibilities and resources Consistency across the organisation Seeing initiatives through and coordinating changes	Change,Communication	Operations and Customer Services
Better collaborative working, clear, concise and timely communications. The rumour mill is very effective within the Borough. Clear strategies for short, medium and long term business plans. What actually is the council's vision and mission -other than the need to cut council tax? We are constantly working unnecessarily in crisis mode due to poor planning and senior managers who make knee jerk decisions. Need a robust senior management team who can lead the council and are empowered to be able to control the polictical whims.	Change,Communication,Cross Departmental,Strategic Vision	Operations and Customer Services
Stop trying to cut the Council Tax and give employees the ability to do their jobs. A constant worry is the threat of losing jobs - not condusive to a calm environment.	Change,Council Tax reduction	Operations and Customer Services
Stop changing, whilst we need to be adaptable, we don't need to keep re-inventing the wheel. We need to adopt a strategy, bed it in and stick to it.	Change,Strategic Vision	Operations and Customer Services
A change of direction from sharing services and not being the leads. Retaining experienced staff and rewarding staff that do the day jobs. a paeriod of stability would help moral.	Change; Reward	Operations and Customer Services
Being in a community library makes it hard to feel connected to the whole council, when we only regularly see other libraries and their staff. I virtually never go to the Town Hall, except for the very occasional all-council briefing, and similarly Town Hall staff/officers never come to visit, unless they are new to their post and want to make an impression. Council information is well presented, but so much is not relevant that it can become a chore to read through the weekly messages and pick out what is important to ME and my job. Could there be a colour coding or flag system on the Borough Bulletin to indicate 'only relevant for this directorate / useful for everyone'? I answered 'disagree' to questions about the council's direction and budget because I fundamentally disgree with their obsession over reducing Council Tax. An extra few pounds a year would make all the services so much healthier, even freezing it at the current level would help the residents. PLEASE do not continue this downward spiral. By the same token, I am constantly stressed by the amount of different tasks expected of me and my colleagues, with less money and the same working hours. I enjoy my job, which is why I am still here, but it is DESPITE the council's leadership, not because of it. I value the support of my colleagues and team so much more than faceless members and officers, who seem to argue over the cost of everything.	Communication	Operations and Customer Services
More interaction with the managers	Communication	Operations and Customer Services
To implement ideas where appropriate and improve communication.	Communication	Operations and Customer Services
Being more transparent not allowing rumours to fester and team spirit and devotion to duty to be eroded.	Communication	Operations and Customer Services
If there was more communication between departments, directorates. For example, Department X does A,B,C & has skills in D. I think it would be worth while senior managers understanding the bigger picture of the council and not just their area, in terms of what services, skills, data other departments can offer.	Cross Departmental	Operations and Customer Services
Listening more to needs ofresidents, and ideas and needs of the staff who will deliver services to the residents. Working closer together within departments and Directorates to be innotative in what services they deliver and how they deliver them. Better reviews of how money is actually being spent and why, to reduce any overspends.	Cross Departmental,Being listened to	Operations and Customer Services
More colour and creativity!!!	Culture	Operations and Customer Services
understanding	Culture	Operations and Customer Services
Senior managers and Directors need to take notice of the experts in the field.....junior managers below team leader.....instead of protecting their own jobs being yes men and women.....so worried about putting foward financial savings that have lost respect of their junior staff....completely!!!!	Culture	Operations and Customer Services
Less favouritism, all staff should be given the same rights. Managers should be checking on staff that work remotely.	Culture	Operations and Customer Services
A more open culture	Culture	Operations and Customer Services

Consistent observance of the CREATE values by the Members, Leadership Team and colleagues. Stretching but more realistic ambition taking account of the level of resources that are available.	Culture	Operations and Customer Services
Less bureaucracy!	Culture	Operations and Customer Services
Less bureaucracy, it takes so long for decisions to be made, and there are so many levels of decision making, that it takes a very long time for things to happen.	Culture	Operations and Customer Services
Trust staff to do thier job.	Culture	Operations and Customer Services
The managers above me appear to be ok at managing the staff below them but would never challange staff at a higher level. this I feel is weak management and in fact not management at all.	Culture,line management	Operations and Customer Services
More forward thinking, risk willing managers, who have broader experience than just local government	Culture,resourcing	Operations and Customer Services
More care and feeling towards its staff	Culture,Social / Wellbeing	Operations and Customer Services
Cut the red tape to make decisions possible. I don't believe the councillors do listen to publica minor example is council tax should be increased to pay for the increased social service costs. Information is a one way exercise and no-one listens anyway	Culture; Members	Operations and Customer Services
Give staff the resources to bring the council into the 21st century.	General Environment	Operations and Customer Services
Better resources - printers, scanners etc	General Environment	Operations and Customer Services
Resorces	General Environment	Operations and Customer Services
Clean offices. Clean kitchen amenities. In fact a thorough clean up of the offices toilets etc would be a good thing.	General Environment	Operations and Customer Services
more working from home to encourage smarter working, parking for all staff on site, for example convert Grove Road car park to staff only, improve office chairs and desk space, more benefits namely discounts on local facilities recreation centers, places of interest, restaurants and other local business. Team building activities during re-organisations / consultations.	General Environment,Change,Social / Wellbeing	Operations and Customer Services
Having IT systems that work, having the correct equipment to allow staff to do their jobs efficiently, i.e. the colour MFD was taken away from us so we now have to walk to a colour MFD when dealing with customers who have paid for the services. Updated equipment and PC's.	IT systems	Operations and Customer Services
better IT systems, more reliable and streamlined	IT systems	Operations and Customer Services
Senior leadership freedom to make decisions and complete work through to the end	Leadership	Operations and Customer Services
More training opportunities.	Learning and Development	Operations and Customer Services
More communication on what different departments are doing. Staff need more training on what the depts in the Borough do..	Learning and Development,Communication	Operations and Customer Services
More training and more understanding from Management	Learning and Development,line management	Operations and Customer Services
Staff that communicate more. Management level is poor in this area. Stats are a nuisance as you can't say how long a call will take so taking breaks is never going to tally up with whats required. Also you feel like your being watched all the time in terms of if you go to the toilet or make a cup of tea.	line management	Operations and Customer Services
Regular team meetings.	line management	Operations and Customer Services
Better support, less micromanaging.	line management	Operations and Customer Services
Have answered these survey questions based on 'manager' being my manager not line manager (team leader). Too many managers not listening to frontline staff and far too much cronyism which prevents within budget successful work/projects being completed. Our IT system is a good example - it's worse over the past 4 years than it has ever been with money being wasted as standard practice	line management,IT systems	Operations and Customer Services
I am also a resident and find that my desire to play a bigger part in my community is in conflict with working for the council - an issue that members do not have to worry about.	Members	Operations and Customer Services
Councillors not calling all the shots to improve their alter egos and expecting changes to be made without discussing with officers first. Some things just aren't possible or cause major upset with residents and our volunteers. More value placed on volunteers to help run our services. They have a voice too but rarely get listened too by the Councillors.	Members	Operations and Customer Services
More transparency from the Councillors and listening to staff first- especially those at the front line.	Members	Operations and Customer Services
less member involvement and red tape. Let officers and directors get on with their jobs...	Members	Operations and Customer Services
the filter between councillors and officers been clearer.	Members	Operations and Customer Services
Greater appreciation and respect for the professional expertise of officers from Members. Members trusting officers to make delegated decisions on certain matters. All Members continuously demonstrating the CREATE values.	Members	Operations and Customer Services
A better understanding by the members of what the staff actually do to provide a good service to residents, isnt always obvious that they are aware of what staff do.	Members	Operations and Customer Services
Less direct interference from councillors.	Members	Operations and Customer Services
Less direct involvement from Councillors where unqualified elected people are telling subject matter experts how to do their job. i.e. trust the experts to deliver the manifesto commitments. We cannot continue to cut staff and expect them to do more, to the same quality.	Members	Operations and Customer Services
Less pandering to councillors and working to make it a better place for residents	Members	Operations and Customer Services
Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? How can the Cllrs have a 'pay' rise when the rest of the Council are having to lose staff and budgets?	Members,Budget	Operations and Customer Services

leaving the council to be officer run rather than by members, who have a dictoral attitude towards staff, with a do as i say or else attitude and also stop senior management turn over and stop constantly restructuring the teams	Members,Change	Operations and Customer Services
Respect those employees and departments that are left after the restructuring has taken place. Listen to those that have experience in their fields and do not be afraid to say NO to Cllrs.	Members,Change	Operations and Customer Services
Long term plans should be clearer to staff. Too many people worry about how their role may change and are kept ' in the dark'. At least that's how it is percieved. Also, some of my colleagues in the Steetcare dept. were given letters indicating possible redundancy. Around the same time, it was rumoured that councillors got a pay rise. I don't know the details of this, but plenty of staff are aware and talking about this. If true, it's really poor timing!	Members,Change,Communication	Operations and Customer Services
Less interference from but greater support from the elected members. Value and retain staff. Stop cutting staff to cut costs.	Members,Change,Recognition,Budget	Operations and Customer Services
Better planning knowing what is expected and not being under constant threat of redundencies. Knowing that we are all working together not announcing cllr allowance increase the same week they approve job cuts.	Members,Change,Strategic Vision	Operations and Customer Services
New political leadership and no more pointless headline grabbing Coucil tax cuts. Every other Council is under strain but they are not all as broken as this one.	Members,Council Tax reduction	Operations and Customer Services
Empower staff, fewer members, members who were strategic rather than operational.	Members,Culture	Operations and Customer Services
Whereas previously RBWM had a good reputation as an employer and had good pay and conditions compared with other authorities, this position is being swiftly eroded. RBWM has a lot of hard working dedicated staff who feel under valued. Also, there is no indication that Members either value or appreciate the staff that deliver the services of the Council.	Members,Reward,Recognition	Operations and Customer Services
Leadership team and members should recognise the extent to which staff have absorbed cuts in resources, taken on additional work and responsibilties, whilst earning signicantly less in real terms, and continuous erosion of benefits and pensions. Staff are the authority's most valuable asset but this seems to go unrcognised.	Members,Reward,Senior leadership,Workload,Recognition	Operations and Customer Services
If Members and the leadership team were not so obsessed with making cuts	Members,Senior leadership,Budget	Operations and Customer Services
Councillors learning to listen to officers experience and expertise and stop pressurising officers to make statements or decisions against their better judgement. The councillors have knee jerk reactions rather than long term honest fixes which occaisionally means standing up to the residents and explaining the decisions. This leaves a quick fix but no long term solutions. More trust is needed toward the officers. And an understanding that the open plan working does not work for every role or staff member. Senior management should trust their middle management to highlight any issues with staff rather than dictating from above which often creates more unecessary work and ill feeling. The reshuffling that has been ongoing over the last few years has left its mark, and departments have changed names in what feels like a weekly basis making it difficult to understand who is where and dealing with what. Each new senior manager in post wants to stamp their own mark and with the high turnover of senior management this has left a confusing trail of often unecessary changes.	Members,Senior leadership,Change	Operations and Customer Services
Allow the staff to shape the authority more and develop their service areas rather than constantly being dictated to by senior managers and elected members who do not understand the service areas and interactions. Constant reorganisations are also damaging for staff morale and everyones knowledge of what teams do what as everything is in constant flux and each reorganisation seems to flounder before it has been fully completed.	Members,Senior leadership,Change	Operations and Customer Services
Ensure staff are valued & communicate. When was last time minutes of senior meetings made available to staff? Not seen any for a few years. So not sure how why & where we are going. Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s)	Members,Senior leadership,Communication,Recognition	Operations and Customer Services
Directors and managers listen to your staff because they have the knowledge and treat them with respect. Once a decision is made stick to it, don't change half way through. Improve the IT System by employing more IT Staff in stead of making redundencies - investment in people. Stop trying to run the authority as a business, we are not a money making organisation. Promote directors from within and stop employing merceneries who are only here for the money.	Members,Senior leadership,IT systems	Operations and Customer Services
Leadership team, Councillors - recognising and rewarding the hard work undertaken by employees. Allowing employees to do their jobs, and not cutting jobs just to gain savings, let it fit for purpose.	Members,Senior leadership,Recognition,Budget	Operations and Customer Services
1. Either increase staff members or decrease workload - other ways of saving money need to be implemented instead of reducing the ground level staff - there is too high a workload for some staff with no view to increase staffing levels - this causes bottlenecks in processes 2. Allow the subject matter experts to make necessary judgement calls - often decisions are made by senior management or lead members whi do not have as much experience in that subject as the staff member - yet it is the staff members that have to do the work and deal with any consequences, not the members 3. I totally understand and agree with budgetary constraints, but there are other constraints - usually process related - which make worming very difficult sometimes - if we could review processes and eliminate unecessary checking, reporting etc it would make the work so much quicker, easier and therefore more efficient	Members,Workload,Budget	Operations and Customer Services
Extending bus services between Windsor and Maidenhead past 7pm.	Misc	Operations and Customer Services
Get rid of all of the "yes" people and start coming up with logical and practical solutions that work and are legal	Misc	Operations and Customer Services
ALL staff to be as engaged and realise that they all play a part in engaging with the outside world even if they are "back end" staff. Better communications and understanding of other areas	Misc	Operations and Customer Services
AS ABOVE SAME AS Q12	Misc	Operations and Customer Services
Colleagues who are willing to assis and understand the requirements of the job.	Misc	Operations and Customer Services
unable to answer at this stage	Misc	Operations and Customer Services

No more core hours	Misc	Operations and Customer Services
Not wasting your time for months working on projects only to have them rejected at the last minute.	Misc	Operations and Customer Services
Recognise the work front line officers do both by management and elected members, a simple bit of recognition goes a long away and encourages officers to work harder.	Recognition	Operations and Customer Services
The thoughts of people in smaller departments are not asked for or heard.	Recognition	Operations and Customer Services
Better and good feed back from senior management	Recognition	Operations and Customer Services
feeling valued	Recognition	Operations and Customer Services
staff appreciation	Recognition	Operations and Customer Services
stop letting expeienced staff go	resourcing	Operations and Customer Services
Not to employ incompetent consultant to "manage" staff. Listen to staff when raising this issue. Not to waste money by forcing highly qualified and paid staff to do admin work.	resourcing	Operations and Customer Services
keeping services in house	resourcing	Operations and Customer Services
Stop making front line staff redundant. GEt rid of some of the higher managers.	resourcing	Operations and Customer Services
If they provided all employees with an inflationary annual pay rise rather than ignoring most employees and just rewarding those who have a kind manager. Those deemed as Good workers do not get an inflationary pay rise	Reward	Operations and Customer Services
A better understanding of time to achieve goals if different for part time workers. Feel under pressure to achieve what would normally be done in full time hours. A regular pay increase to keep up with cost of living.	Reward	Operations and Customer Services
Rewards for staff now doing two peoples jobs	Reward	Operations and Customer Services
Cut councellor and higher management wages and pay front line hard working staff more.	Reward	Operations and Customer Services
Performance measurements / targets are over-emphasises and more importantly, they measure the wrong thing. We cannot progress whilst focussed solely on achieving these.	Reward	Operations and Customer Services
Staff being rewarded for hard work and being paid a salary which matches other boroughs when looking at specific job roles	Reward	Operations and Customer Services
Better pay, more staff and less overpayed upper management	Reward	Operations and Customer Services
Wage rises, specifically cost of living increases as it has been nearly 10 years of freezes now. This is where the private sector is becoming more attractive as an option and the Council has fallen down. Better career progression and options for staff to do other things and take on other roles.	Reward,Career progression	Operations and Customer Services
Improve Communication Improve Reward System	Reward,Communication	Operations and Customer Services
More working space, better salary.	Reward,General Environment	Operations and Customer Services
An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence!	Reward,General Environment,Recognition,Budget,Council Tax reduction	Operations and Customer Services
> If management & members actually asked for our input & listened to what we have to say rather than just pay us lip service. > A cost of living pay rise would be good, especially when the council plans to increase council tax, where am I supposed to find an additional 2 or 4% when my salary hasn't increased for 5 years? > If decisions were made on new software or upgrades in a timely manner & were actually implemented rather than waste time & money doing nothing	Reward,IT systems,Being listened to	Operations and Customer Services
better communications, financial reward , and (modern relevant training)	Reward,Learning and Development,Communication	Operations and Customer Services
better pay, more support from management/team leaders	Reward,line management,Recognition	Operations and Customer Services
rewarding staff for hard work that they do	Reward,Recognition	Operations and Customer Services
More communication about what the changes might be sooner. I know specifics are difficult but we cant all be at all the meetings and much is still not communicated early enough to see how things can be incorporated easier so that the customer still has the best service and as employees we feel still very short changed of information. I hear things through whispers nothing official comes out its not the way forward to build any trust and get the best from people. Its exhausting you just get on with things and get hit with more and more work and not sure if you have been informed on time or not. So many have left and there is no one to cover so it falls on the few left and the job description goes out the window. There is not the financial compensation all the time there is no money, but it can be spent even though some things we should have already in place there is not enough. We should have a lot more information about budgets and contracts and know where to find this information.	Reward,Workload,Change,Communication	Operations and Customer Services
Clear Directions, The turn around of the leadership team is a little worrying. Lack of confidence in leaders! Stop the annual cuts and redundancies and improve the service to our customers. To Keep cutting is very worrying for staff and causes more problems.	Leadership	Operations and Customer Services
If it were seen that staff were treated equally by senior leadership rather than what team you are in and who you know.	Leadership	Operations and Customer Services
Address all of the above & stop indulging in the next trendy management tool, instead roll their sleeves up and do some proper work alongside their staff at the "coalface"	Leadership	Operations and Customer Services
Managers at the top listening to employees	Leadership	Operations and Customer Services
Better planning and more consistent, high quality leadership. More organisation and less re-organisation.	Leadership	Operations and Customer Services
my own desks	Smarter Working	Operations and Customer Services

Better resources. Improved management understanding of service needs. Better Member understanding of service & resident needs. Having the tools to do the job, including IT.	Smarter Working,IT systems	Operations and Customer Services
perhaps some kind of social interaction-related projects or themes	Social / Wellbeing	Operations and Customer Services
Mindfulness	Social / Wellbeing	Operations and Customer Services
Strong decisions and clear direction of travel	Strategic Vision	Operations and Customer Services
more realistic expectations of the workforce	Workload	Operations and Customer Services
If staff weren't under so much pressure to do more with much less staff and support. Posts are left vacant but there is let up in the services provided or developments	Workload	Operations and Customer Services
not working weekends	Workload	Operations and Customer Services
more staff	Workload	Operations and Customer Services
views being taken into account being seen as a person not number less stressed in work place high staff morile	Workload,Being listened to	Operations and Customer Services
Better,more dependable IT. Achievable targets being set, some form of career progression. Better admin support and more front line staff to help with ever increasing workload.	Workload,Career progression,IT systems	Operations and Customer Services

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