Public Document Pack



EMPLOYMENT PANEL

WEDNESDAY, 4TH MAY, 2016

At 5.00 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENHEAD

SUPPLEMENTARY AGENDA

PART I

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



Report for: **INFORMATION**



Contains Confidential	NO - Part I
or Exempt Information	
Title	2016 Staff survey
Responsible Officer(s)	Terry Baldwin, Head of Human Resources.
Contact officer, job	Terry Baldwin, Head of Human Resources,
title and phone number	01628 796992
Member reporting	Councillor D Burbage
For Consideration By	Employment Panel
Date to be Considered	4 May 2016
Implementation Date if	N/A
Not Called In	
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 resi			
	can expect to notice a		
	difference		
1. Residents will benefit as a highly satisfied workforce	February 2017		
delivers a better service to residents			

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

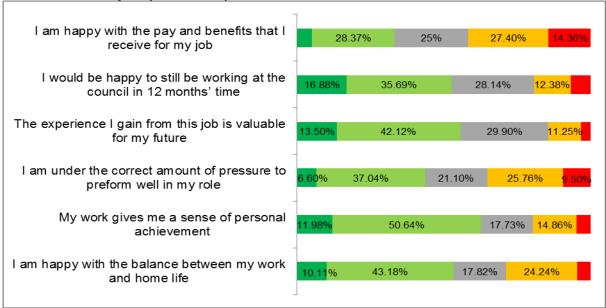
Table 2: Gtall called to be to
Strongly agree
Agree
Neither agree or disagree
Disagree
Strongly disagree

- 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.

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

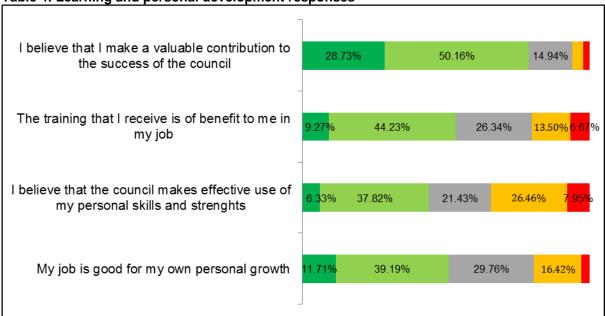


- 2.8 Overall, this question set received a reasonably positive result (50.8%). Staff are highly engaged with the role that they undertake with 62.62% feeling that their work gives them a sense of personal achievement. This is consistently represented throughout the survey with:
 - 78.89% feel they make 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



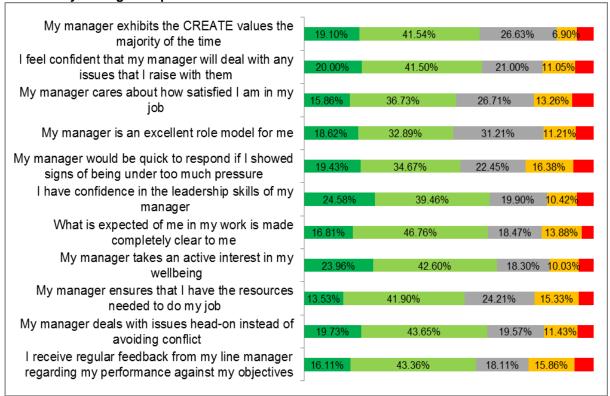
- 2.12 Overall, this question set received a positive response score of 56.86%. Staff feel that they make a valuable contribution to the success of the council (78.89% positive). However, there was a high negative and neutral response to the question 'I believe that the council makes effective use of 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.

b

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 guestion 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. 7

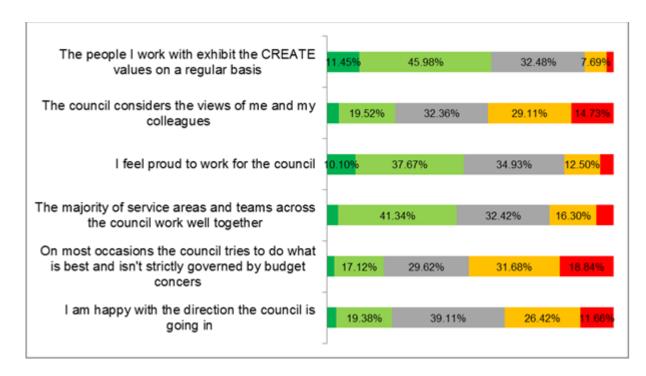
Table 6: The leadership responses



- 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

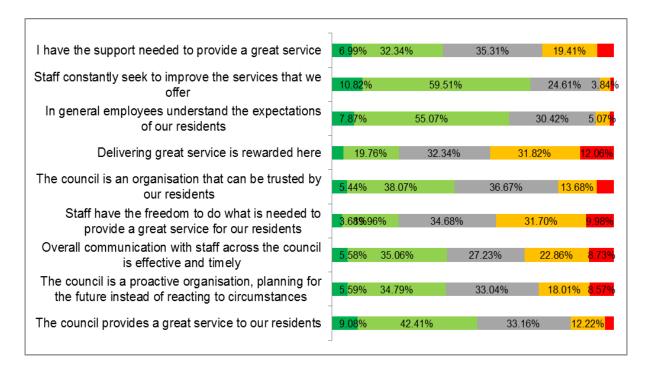
2.23 This question set is designed to show how staff feel about the direction of the council, the people they work with and how the council is operated.



- 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.



- 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%).

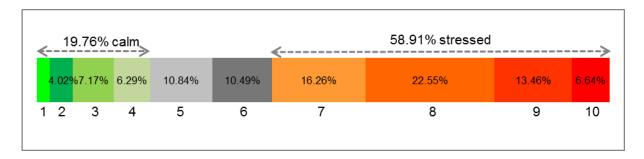
How You Feel At Work

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.

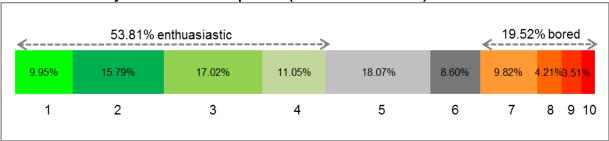
Table 9: How do you feel at work responses (Calm - Stressed)



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.

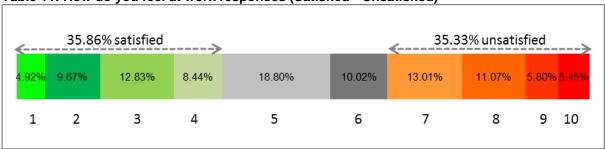
Table 10: How do you feel at work responses (Enthusiastic - Bored)



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		Action plan is	
not satisfied and		developed at a	
productivity drops		council level and	
as a result		directorate level	

LINKS TO STRATEGIC OBJECTIVES 9.

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
L	1

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

Council and Directorate results

			sults			
			Council	Corporate and	Adult, Children	Operations
			overall	Community	and Health	and Customer
		Strongly agree Agree	10.11%	8.06% 45.97%	10.75% 40.50%	10.65% 44.44%
	I am happy with the balance between my work and home life	Neither agree or disagree	17.82%	12.10%	19.35%	19.44%
		Disagree Strongly disagree	24.24% 4.65%	28.23% 5.65%	24.01% 5.38%	22.22% 3.24%
		Strongly agree	11.98%	9.68%	15.30%	9.26%
	My work gives me a sense of personal achievement	Agree Neither agree or disagree	50.64% 17.73%	55.65% 12.10%	50.18% 17.44%	48.15% 20.83%
		Disagree	14.86% 4.79%	16.94% 5.65%	13.17% 3.91%	16.20% 5.56%
		Strongly disagree Strongly agree	6.60%	3.25%	8.57%	6.07%
	I am under the correct amount of pressure to preform	Agree	37.04%	35.77% 23.58%	36.43% 20.00%	37.38% 21.96%
	well in my role	Neither agree or disagree Disagree	21.10% 25.76%	26.83%	26.43%	24.77%
All about you		Strongly disagree Strongly agree	9.50%	10.57% 13.82%	8.57% 16.01%	9.81% 10.28%
	The experience I gain from this job is valuable for my	Agree	42.12%	42.28%	45.55%	37.85%
	future	Neither agree or disagree Disagree	29.90% 11.25%	26.83% 13.82%	28.47% 7.12%	33.18% 14.96%
		Strongly disagree	3.23%	3.25%	2.85%	3.74%
	located by because will be considered about 11 in 12	Strongly agree Agree	16.88% 35.69%	10.48% 37.10%	20.86% 33.57%	16.36% 36.92%
	I would be happy to still be working at the council in 12 months' time	Neither agree or disagree	28.14%	29.84%	26.43%	29.44%
		Disagree Strongly disagree	12.38% 6.91%	18.55% 4.03%	12.50% 7.14%	8.88% 8.41%
		Strongly agree	4.97% 28.37%	1.61% 25.00%	6.41% 30.25%	5.12% 27.44%
	I am happy with the pay and benefits that I receive for my job	Agree Neither agree or disagree	24.90%	25.81%	25.00%	25.58%
	, ,55	Disagree Strongly disagree	27.40% 14.36%	32.26% 15.32%	26.33% 12.46%	25.58% 16.28%
	•	or origin disagree		Corporate and		
			Council overall	Community Service	Adult, Children and Health	Operations and Customer
		Strongly agree	11.71%	11.38%	14.86%	8.02%
1		Agree Neither agree or disagree	39.19% 29.76%	39.02% 26.83%	39.86% 30.07%	38.68% 30.66%
	My job is good for my own	Disagree	16.42%	17.89% 4.88%	12.68% 2.54%	20.28%
1	My job is good for my own personal growth	Strongly disagree Strongly agree	29.02% 6.33%	4.88% 5.69%	7.94%	2.36% 4.72%
		Agree Neither agree or disagree	37.82% 21.43%	39.84% 19.51%	36.10% 24.19%	39.15% 18.87%
	I believe that the council makes effective use of my	Disagree	26.46%	26.02%	24.91%	28.87%
Learning and development	personal skills and strenghts	Strongly disagree Strongly agree	7.95% 9.27%	8.94% 4.88%	6.86% 11.19%	8.49% 9.48%
		Agree	44.23%	43.90%	49.10%	38.39%
		Neither agree or disagree Disagree	26.34% 13.50%	27.64% 15.45%	24.19% 11.91%	27.96% 14.69%
	The training that I receive is of benefit to me in my job	Strongly disagree	6.67%	8.13%	3.61%	9.48%
		Strongly agree Agree	28.73% 50.16%	30.08% 45.53%	29.50% 50.36%	27.49% 52.61%
		Neither agree or disagree	14.94%	16.26%	14.03%	15.17%
	I believe that I make a valuable contribution to the success of the council	Disagree Strongly disagree	3.90% 2.27%	4.88% 3.25%	3.60% 2.52%	3.32% 1.42%
			Council	Corporate and Community	Adult, Children	Operations
		1-	overall	Service	and Health	and Customer
		Strongly agree Agree	16.11% 43.36%	12.07% 44.83%	19.71% 44.89%	13.94% 40.87%
	I receive regular feedback from my line manager	Neither agree or disagree Disagree	18.11% 15.86%	14.66%	17.15%	21.15%
	regarding my performance against my objectives			18.10%		
		Strongly disagree	6.56%	10.34%	13.87% 4.38%	17.31% 6.73%
		Strongly agree	19.73%	19.83%	4.38% 22.34%	6.73% 16.02%
		Strongly agree Agree Neither agree or disagree	19.73% 43.65% 19.57%	19.83% 41.38% 19.83%	4.38% 22.34% 43.22% 19.78%	6.73% 16.02% 46.60% 18.93%
	My manager deals with issues head-on instead of avoiding conflict	Strongly agree Agree Neither agree or disagree Disagree	19.73% 43.65%	19.83% 41.38%	4.38% 22.34% 43.22%	6.73% 16.02% 46.60% 18.93% 15.05%
		Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree	19.73% 43.65% 19.57% 11.43% 90.62% 13.53%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07%	4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 16.18%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40%
		Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	19.73% 43.65% 19.57% 11.43% 90.62%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07% 44.83%	4.38% 22.34% 43.22% 19.78% 9.16% 5.49%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10%
	avoiding conflict My manager ensures that I have the resources needed	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree	19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33%	19.83% 41.38% 19.83% 10.34% 8.62% 44.83% 22.41% 14.66%	4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 16.18% 42.65% 23.53% 12.87%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10%
	avoiding conflict	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly agree Strongly agree	19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 5.03% 23.96%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07% 44.83% 22.41%	4.38% 43.22% 43.22% 9.16% 5.49% 16.18% 42.65% 23.53% 12.87% 4.78% 29.20%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10% 25.60% 4.35% 20.77%
	avoiding conflict My manager ensures that I have the resources needed	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Strongly agree Agree Agree Agree	19.73% 43.65% 19.57% 11.43% 90.62% 41.90% 41.90% 24.21% 15.33% 5.03%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07% 44.83% 22.41% 14.66% 6.03%	4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 42.65% 23.53% 12.87% 4.78% 29.20% 39.78%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 10.63% 40.10% 25.60% 19.32% 4.15% 20.77% 41.55%
	avoiding conflict My manager ensures that I have the resources needed to do my job	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Oisagree Strongly agree Agree Oisagree Strongly disagree Strongly disagree Neither agree or disagree Oisagree Strongly agree Agree Agree Agree Agree Disagree Disagree Disagree	19.73% 43.65% 19.57% 11.43% 90.62% 41.90% 24.21% 15.33% 23.96% 42.60% 18.30% 10.03%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07% 44.83% 22.41% 14.66% 6.03% 18.97% 50.86% 9.48%	4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 42.65% 23.53% 12.87% 4.78% 29.20% 39.78% 16.42% 9.49%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 10.63% 40.10% 25.60% 19.32% 4.15% 20.77% 41.55%
	avoiding conflict My manager ensures that I have the resources needed	Strongly agree Agree Nether agree or disagree Disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Disagree Strongly agree Disagree Strongly disagree Strongly disagree Agree Agree Agree Agree Agree Agree Agree Agree Mether agree or disagree	19.73% 43.65% 19.57% 11.43% 90.62% 41.90% 24.21% 15.33% 5.03% 23.96% 42.60%	19.83% 41.38% 19.83% 8.62% 12.07% 44.83% 22.41% 14.66% 6.03% 18.97% 50.86%	4.38% 43.22% 49.22% 9.16% 5.49% 16.18% 42.65% 23.53% 12.87% 4.78% 29.20% 39.78% 16.42%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10% 25.60% 19.32% 4.35% 20.77% 41.55% 22.71% 4.35%
	avoiding conflict My manager ensures that I have the resources needed to do my job	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree	19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 23.96% 42.60% 10.03% 5.21% 16.81%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07% 44.83% 22.41% 14.66% 6.03% 50.86% 13.79% 9.48% 6.90% 14.66%	4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 16.18% 42.65% 23.53% 12.87% 4.78% 29.20% 39.78% 16.42% 9.49% 5.11%	6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 25.60% 25.60% 25.60% 20.77% 41.55% 20.77% 10.63% 4.35% 11.06% 52.88%
	avoiding conflict My manager ensures that I have the resources needed to do my job	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Oisagree Strongly disagree Oisagree Strongly disagree Oisagree Strongly gisagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree	19.73% 43.65% 19.57% 11.43% 91.62% 13.53% 41.90% 42.21% 15.33% 5.03% 42.60% 10.03% 5.21% 16.818% 16.818 16.818	19.83% 41.38% 19.83% 10.34% 8.62% 44.83% 22.41% 14.66% 6.03% 18.97% 9.48% 6.99% 13.79% 14.66%	4.38% 43.22% 43.22% 19.78% 5.49% 16.18% 42.65% 23.53% 4.78% 12.87% 4.78% 16.42% 9.49% 5.11% 15.31% 15.31%	6.73%16 16.02%26 18.93%15 15.05% 10.63%10 10.63%10 25.05%26 20.77% 41.55%26 22.71%11 10.63% 52.83%26 5
	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Neither agree or disagree Disagree	19.73% 43.65% 19.57% 11.43% 11.43% 13.53% 41.90% 42.19% 5.03% 5.03% 5.21% 18.30% 5.21% 16.81% 46.76% 47.40% 18.47% 18.48% 4.08%	19.83% 41.38% 19.83% 10.34% 8.62% 12.07% 44.83% 44.83% 6.03% 13.79% 13.79% 14.66% 6.90% 14.66% 17.24%	4.38% 4.32%	6.73%19.10.2% 16.02% 18.93% 18.93% 19.93% 3.40% 3.40% 40.10% 25.60% 20.77% 10.63% 4.35% 22.71% 10.63% 4.35% 22.71% 11.10% 52.83% 22.60% 11.54% 11.54%
	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Neither agree or disagree Neither agree or disagree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree	19.73% 43.65% 19.57% 11.43% 12.57% 12.57% 12.57% 12.57% 12.53% 12	19.83% 11.88% 19.83% 10.34% 8.62% 12.07% 14.03% 22.41% 16.03% 18.97% 13.79% 13.79% 14.66% 45.90% 17.24% 14.66% 17.24% 14.66% 25.22% 25.22% 40.00%	4.38% 4.38%	6.73%16 16.02% 18.93%13.00%16 19.93%13.40%13.40%16 10.63%10.03%10.
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely	Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Agree Strongly disagree	19.73% 43.65% 19.57% 11.43% 41.90% 42.11% 15.33% 23.96% 42.60% 10.03% 10.03% 16.81% 46.76% 18.87% 47.81% 18.88% 18	19.83% 19.83% 19.83% 10.34% 8.676% 12.07% 44.83% 22.41% 14.66% 6.03% 18.97% 50.86% 45.69% 14.66% 45.69% 14.66% 45.69% 14.66%	4.38% 4.38% 51.234% 51	6.73%16 6.73%16 6.73%16 7.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Neither agree or disagree Strongly agree Strongly agree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree	19.73% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 44.90% 42.81% 41.90% 42.81% 41.90% 42.81% 45.85% 42.60% 42	19.83% 11.83% 19.83% 19.83% 10.34% 8.62% 12.07% 14.63% 6.03% 12.241% 14.66% 18.97% 9.48% 14.66% 13.79% 14.66% 14.66% 15.25% 14.66% 15.25% 16.52% 16.52%	4.38% 4.32%	6.73%16 16.02% 16.02% 18.93% 18.93% 19.93% 10.63% 10
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Neither agree or disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree	19.73% 19	19.83% 19.83% 19.83% 19.83% 10.34% 8.62% 12.07% 44.83% 22.41% 14.66% 6.03% 18.97% 9.48% 6.13.79% 14.66% 11.724% 14.66% 15.25.22%	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.26% 4.38% 4.78% 4.78% 4.78% 4.78% 5.51% 5.51% 5.51% 5.51% 5.51% 5.51% 5.51% 6.51%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely dear to me I have confidence in the leadership skills of my manager	Strongly agree Agree Netther agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Netther agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Netther agree or disagree Agree Netther agree or disagree	19.73% 13.73% 14.35% 14.35% 14.35% 14.35% 15.35% 14.90% 12.35% 15.33% 15.33% 12.39% 16.25% 16	19.83% 19.83% 19.83% 10.34% 8.62% 12.07% 44.83% 22.44% 14.66% 50.36% 13.79% 9.48% 6.93% 14.66% 15.27% 16.52% 11.30% 6.59% 17.24% 10.55% 11.30% 6.99% 17.24% 11.30% 16.52% 19.83% 37.07%	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.38% 4.22% 4.23% 4.22% 4.23% 4.22% 4.23% 4.22% 4.23% 4.22% 4.23%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Disagree Strongly disagree	19.73% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 44.90% 42.65% 43.65% 44.90% 42.65% 42	19.83% 11.83% 11.83% 12.07% 12.07% 14.83% 12.241% 14.66% 13.79% 14.66% 13.79% 14.66% 14.66% 15.23% 14.66% 15.23% 15.22% 16.25% 16.25% 17.24% 16.26% 17.26% 18.975 17.26% 18.975 1	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.26% 4.38% 4.26% 4.38% 4.26% 4.38% 4.26% 4.38% 4.26% 4.38% 4.26% 4.38%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Disagree Strongly agree Strongly disagree	19.73% 43.65% 19.57% 11.43% 12.57% 11.43% 12.57% 12.57% 12.53% 12	19.83% 11.83% 19.83% 10.34% 8.62% 12.07% 14.83% 22.41% 14.65% 13.79% 14.66% 13.79% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 14.66% 17.24% 18.97% 18.97% 18.97% 18.97% 18.97% 18.97% 19.83% 19.83% 19.83% 19.83% 19.83%	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.26% 4.38% 4.78% 4.78% 4.78% 4.78% 4.78% 5.11% 15.36% 5.11% 15.36% 6.11% 6.15	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed	Strongly agree Agree Netther agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Disagree Strongly agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree	19.73% 13.73% 14.35% 14.35% 14.35% 14.35% 14.35% 15.33% 15.33% 12.35% 16	19.83% 19.83% 19.83% 19.83% 10.34% 8.62% 12.07% 44.83% 22.44% 14.66% 6.03% 18.97% 50.86% 13.79% 9.48% 6.90% 11.466% 45.69% 17.24% 14.65% 17.24% 14.65% 17.25% 16.52% 11.30% 6.90% 16.52% 11.30% 6.90% 16.52% 11.30% 6.90% 19.83% 37.07% 20.69% 19.83% 33.91%	4.38% 4.38% 51.2	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	19.73% 43.65% 43	19.83% 11.83% 19.83% 19.83% 10.34% 8.62% 12.07% 14.65% 6.03% 18.97% 14.66% 13.79% 14.66% 14.66% 14.66% 15.20% 14.66% 17.24% 14.66% 16.53% 17.24% 16.52% 17.24% 18.97% 18.97% 19.83%	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.26% 4.38% 4.78%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree	19.73% 19	19.83% 41.88% 19.83% 10.34% 8.62% 12.07% 44.83% 6.63% 6.63% 6.50% 13.79% 14.66% 7.76% 25.22% 40.00% 16.52% 40.00% 16.52% 37.07% 26.69% 38.91% 33.91% 33.91% 33.91% 32.81% 6.96%	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.28%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	19.73% 43.65% 43.65% 43.65% 43.65% 43.65% 44.90% 42.65% 42	19.83% 11.83% 11.83% 11.83% 12.07% 12.07% 14.63% 12.241% 14.66% 13.79% 14.66% 13.79% 14.66% 14.66% 15.20% 14.66% 15.20% 14.66% 15.20% 16.52% 16.52% 17.24% 16.52% 17.24% 18.93% 19.83% 1	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.26% 4.38%	6.73%16.02% 16.02% 18.93%17.02% 18.93%17.02% 19.93%17.02% 10.63%
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	19.73% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 44.65% 44.65% 44.65% 44.65% 44.65% 44.65% 45	19.83% 11.83% 11.83% 11.83% 12.07% 12.07% 14.63% 12.241% 14.66% 6.03% 13.79% 14.66% 6.90% 14.66% 7.76% 25.22% 40.00% 16.52% 17.24% 16.52% 17.24% 18.97% 20.69% 17.24% 18.97% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 19.33% 37.07% 20.69% 20.6	4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.38% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.78% 4.38%	6.73%16.02% 16.02% 18.93%17.02% 18.93%17.02% 19.93%17.02% 10.63%
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree Agree Netther agree or disagree Disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Agree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Netther agree or disagree Disagree Strongly disagree	19.73% 13.73% 14.35% 14.35% 14.35% 14.35% 14.35% 15.35% 14.35% 15.33% 15.35% 15.35% 15.35% 16.81% 16	19.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.83% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.85% 11.83%	4.38% 4.38% 4.38% 4.38% 4.28%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	19.73% 43.65% 19.73% 11.43% 19.57% 11.43% 19.57% 11.43% 13.53% 13	19.83% 11.83% 12.07% 14.83% 12.07% 14.06% 14.06% 15.08% 13.79% 14.66% 14.66% 15.28% 14.66% 15.28% 14.66% 15.28% 15.28% 16.59% 16.59% 16.59% 17.24% 16.59% 17.24% 18.38% 19.83%	4 38% 4 38% 4 38% 4 38% 4 38% 4 38% 4 38% 4 38.2% 6 6.64% 6 38.2% 6 38	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree	19.73% 43.65% 43	19.83% 11.83% 19.83% 19.83% 10.34% 10.34% 10.34% 10.34% 11.207% 14.65% 12.2141% 14.66% 13.97% 14.66% 13.97% 14.66% 14.66% 15.24% 14.66% 15.25% 16.52% 16.52% 16.52% 16.52% 16.52% 16.52% 17.24% 18.97% 16.52% 19.83%	4 38% 4 38% 4 38% 4 38% 4 38% 5 35.00% 5 4.80% 1 3.28% 5 3.80% 6 3.85% 5 4.80% 1 3.28% 6 3.80%	6.73%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Strongly agree Agree Netther agree or disagree Disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Netther agree or disagree Disagree Strongly agree Netther agree or disagree Disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Netther agree or disagree Disagree Strongly agree Netther agree or disagree Disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Netther agree or disagree Disagree Strongly disagree Netther agree or disagree Disagree Strongly disagree	19.73% 13.73% 14.35% 15.73% 15	19.83% 11.83% 11.83% 12.07% 14.83% 12.07% 14.83% 12.07% 14.66% 13.79% 14.66% 13.79% 14.66% 13.79% 14.66% 13.79% 14.66% 14.66% 15.27% 14.66% 15.27% 15.52% 16.52% 16.52% 17.46% 16.52% 17.76% 16.52% 17.76% 16.52% 17.76% 16.52% 17.76% 17.76% 18.93% 19.83%	4.38% 4.38% 5.234% 6.224% 6.224% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.2234% 6.233	6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.73%16 6.62%16 6.73%16 6.62%16 6.73%16 6.62%16 6.73%16 6.62%16 6.73%16 6.62%16 6.73%1
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager is an excellent role model for me	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Neither agree or disagree Strongly agree Neither agree or disagree Neither agree or disagree Strongly agree Neither agree or disagree Strongly agree Neither agree or disagree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree	19.73% 43.65% 19.73% 19	19.83% 11.83% 11.83% 12.07% 14.83% 12.07% 14.83% 12.07% 14.63% 13.79% 14.65% 13.79% 14.66% 14.66% 15.24% 14.66% 15.24% 14.66% 15.25% 16.59% 16.59% 16.59% 17.24% 18.93% 19.83% 10.93% 10	4.38% 4.38%	6.73%16 6.73%2
My manager	avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager is an excellent role model for me	Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly disagree	19.73% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 43.65% 44.95% 44.95% 44.95% 44.95% 44.95% 45	19.83% 41.88% 19.83% 10.34% 10.34% 10.34% 10.34% 12.07% 14.63% 6.03% 6.03% 6.03% 6.09% 13.79% 14.66% 13.79% 14.66% 15.52% 10.00% 16.52% 16.52% 19.33% 37.07% 20.69% 20.69% 20.69% 20.69% 20.69% 20.69% 20.70% 20.69%	4.38% 4.38% 5.234% 4.38% 5.234% 4.38% 5.234% 4.38% 5.234% 4.78% 6.235% 6	6.73% 16.02% 16.02% 18.93% 14.60% 3.40% 3.40% 3.40% 40.10% 25.60% 40.10% 25.60% 43.5%



			Council	Corporate and Community Service	Adult, Children	Operations and Customer
		Strongly agree Agree	5.91% 30.07%	3.54% 34.51%	9.26% 30.74%	2.94% 27.45%
		Neither agree or disagree	34.80%	36.28%	29.63%	40.69%
	I have confidence in the leadership skills of the senior leadership team	Disagree Strongly disagree	20.78% 8.45%	21.24% 4.42%	21.48% 8.89%	19.61% 9.31%
	reductioning team	Strongly agree	2.54%	1.77%	3.70%	1.48%
		Agree Neither agree or disagree	14.89% 40.78%	15.04% 43.36%	18.52% 42.96%	10.84% 35.96%
		Disagree	26.73%	28.32%	23.33%	30.54%
	I have confidence in the leadership skills of members	Strongly disagree Strongly agree	15.06% 7.77%	11.50% 6.19%	11.48% 11.48%	3.92%
		Agree	27.70% 27.70%	31.86% 31.86%	27.78% 23.33%	25.98% 31.37%
	The senior leadershp team are visible and	Neither agree or disagree Disagree	25.00%	23.89%	24.81%	25.00%
	approachable	Strongly disagree Strongly agree	11.82%	6.19% 5.36%	12.59% 4.46%	13.73% 0.98%
		Agree	15.08%	24.11%	13.75%	11.76%
The leadership		Neither agree or disagree Disagree	32.03% 29.15%	29.46% 28.57%	33.83% 29.00%	32.35% 28.92%
	Members are visible and approachable	Strongly disagree	20.34%	12.50%	18.96%	25.98%
		Strongly agree Agree	3.56% 18.31%	0.89% 15.18%	6.30% 23.70%	1.48% 13.30%
		Neither agree or disagree	45.25%	54.46%	40.37%	46.80%
	The senior leadership team have a plan that I believe in	Disagree Strongly disagree	19.83%	23.21% 6.25%	18.15% 11.48%	20.69%
	The senior leadership team have a plan that i believe in	Strongly agree	4.08%	0.88%	7.14%	1.96%
		Agree Neither agree or disagree	17.69% 50.17%	14.16% 58.41%	21.43% 44.74%	15.20% 52.45%
	The senior leadership team consistently exhibit the	Disagree	16.50%	20.35%	15.04%	16.67%
	CREATE values	Strongly disagree Strongly agree	11.56%	6.19% 0.88%	11.65% 5.28%	13.73% 0.99%
	1	Agree	10.41%	11.50%	12.08%	7.88%
	Members consistently exhibit the CREATE values when	Neither agree or disagree Disagree	53.92% 17.58%	50.44% 23.89%	56.60% 13.96%	52.71% 18.72%
	I directly interact with them	Strongly disagree	15.19%	13.27%	12.08%	19.70%
			Council	Corporate and Community	Adult, Children	Operations
		Strongly agree	overall 3.43%	Service 0.89%	and Health 6.74%	and Customer 0.50%
I		Strongly agree Agree	19.38%	18.75%	20.97%	18.50%
ĺ		Neither agree or disagree Disagree	39.11% 26.42%	43.75% 25.00%	39.70% 23.97%	35.50% 31.00%
	I am happy with the direction the council is going in	Strongly disagree	11.66%	11.61%	8.61%	14.50%
		Strongly agree	2.74% 17.12%	2.68%	3.73% 17.54%	1.50% 14.00%
		Agree Neither agree or disagree	29.62%	24.11%	29.85%	32.50%
	On most occasions the Council tries to do what is best and isn't strictly governed by budget concers	Disagree Strongly disagree	31.68% 18.84%	35.71% 14.29%	33.21% 15.67%	27.50%
	and isin't strictly governed by badget concers	Strongly agree	3.95%	2.70%	4.85%	3.50%
		Agree Neither agree or disagree	41.34% 32.42%	45.05% 29.73%	44.03% 32.09%	37.00% 33.50%
	The majority of service areas and teams across the	Disagree	16.30%	16.22%	13.43%	20.00%
The council	council work well together	Strongly disagree Strongly agree	6.00%	6.31% 7.14%	5.60% 13.06%	6.00% 8.00%
		Agree	37.67%	37.50%	35.82%	41.00%
		Neither agree or disagree Disagree	34.93% 12.50%	38.39% 13.39%	37.31% 10.45%	29.50% 14.50%
	I feel proud to work for the council	Strongly disagree	4.79%	3.57%	3.36%	7.00%
		Strongly agree Agree	4.28% 19.52%	2.70% 18.02%	6.72% 20.90%	1.99% 18.91%
		Neither agree or disagree	32.36%	38.74%	32.46%	29.85%
	The council considers the views of me and my colleagues	Disagree	29.11% 14.73%	27.93% 12.61%	26.49% 13.43%	32.84% 16.42%
	colleagues	Disagree Strongly disagree Strongly agree	14.73% 11.45%	12.61% 8.93%	13.43% 13.81%	32.84% 16.42% 9.95%
		Disagree Strongly disagree Strongly agree Agree	14.73%	12.61%	13.43%	32.84% 16.42%
	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree	14.73% 11.45% 45.98% 32.48% 7.69%	12.61% 8.93% 45.54%	13.43% 13.81% 46.64% 30.97% 5.97%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96%
	colleagues	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree	14.73% 11.45% 45.98% 32.48%	12.61% 8.93% 45.54% 33.93%	13.43% 13.81% 46.64% 30.97% 5.97% 2.61%	32.84% 16.42% 9.95% 46.27% 33.33%
	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree	14.73% 11.45% 45.98% 32.48% 7.69%	12.61% 8.93% 45.54% 33.93% 10.71% 0.89%	13.43% 13.81% 46.64% 30.97% 5.97%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96%
	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree	14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council overall	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31%	13.43% 13.81% 46.64% 30.97% 5.97% 2.61% Adult, Children and Health 10.69%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67%
	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council overall	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service	13.43% 13.81% 46.64% 30.97% 5.97% 2.61% Adult, Children and Health	32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer
	colleagues The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Agree Disagree Disagree Disagree Disagree	14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council overall 9.08% 42.41% 33.16%	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91%	13.43% 13.81% 46.64% 30.97% 5.97% 2.61% Adult, Children and Health 10.69% 36.26%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 47.45% 28.57% 12.24%
	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree	14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59%	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53%	13.43% 46.64% 30.97% 5.97% 2.61% Adult, Children and Health 10.69% 36.26% 37.40%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 47.45% 28.57%
	colleagues The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79%	12.61% 8.93% 45.54% 33.93% 10.77% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.50% 35.14%	13.43% 46.64% 30.97% 5.97% 2.61% Adult, Children and Health 10.69% 36.26% 37.40% 12.98% 2.67% 3.460%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08%
	colleagues The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree Strongly disagree Agree Disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree	14.73% 11.45% 45.98% 32.48% 7.69% Council overall 9.08% 12.22% 33.16% 5.59% 34.79% 33.04% 18.01%	12.61% 8.93% 45.54% 33.93% 10.77% 0.89% Corporate and Community 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 3.5.14% 16.22%	13.43% 13.81% 46.64% 30.97% 2.61% Adult, Children and Health 10.69% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 15.97%	32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61%
	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents	Disagree Strongly disagree Strongly agree Agree Disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Neither agree or disagree Disagree Strongly disagree	14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 33.04% 18.01% 8.57%	12.61% 8.93% 45.54% 33.93% 10.71% 20.99% Corporate and Community Service 6.31% 49.55% 31.53% 31.53% 2.70% 3.60% 3.60% 3.51.4% 16.22% 9.91%	13.43% 13.81% 46.64% 30.97% 2.61% Adult, Children and Health 10.69% 37.40% 12.98% 2.67% 7.98% 33.84% 15.97% 7.60%	2.84% 9.95% 46.27% 2.49% 2.49% Operations and Customer 8.67% 28.57% 12.24% 3.06% 3.06% 3.03% 3.03% 3.03% 3.03%
	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	14.73% 11.45% 14.95% 24.45% 22.48% 2.39% Council overall 42.41% 33.16% 12.22% 3.14% 13.14% 15.59% 3.04% 18.01% 18.01% 18.01% 5.55%	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 2.70% 3.5.4% 3.5.14% 35.14% 35.14% 35.14% 35.14% 35.14% 37.84%	13,43% 46,66% 46	2.84% 15.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 12.24% 3.06% 3.03% 3
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances	Disagree Strongly disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	1.4.73% 1.4.73	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 3.60% 35.14% 16.22% 9.91% 3.60% 3.7.84% 24.32%	13.43% 13.81% 46.66% 25.61% 25.61% 26	22.84% 19.47% 9.95% 46.27% 33.33% 7.96% Operations and Customer 47.45% 47.45% 12.24% 36.08% 3.61% 36.08% 3.03% 4.10% 4.10% 4.10% 5.22% 4.10% 5.22% 4.10% 5.22% 5.2
	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the	Disagree Strongly disagree Strongly agree Agree Disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree	1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.75	12.61% 8.93% 45.54% 33.93% 10.71% 33.93% 10.71% 5ervice 6.31% 49.55% 31.53% 2.70% 3.60% 3.51.4% 16.22% 9.91% 3.60% 3.7.84% 24.32% 24.32% 2.81% 8.11%	13.43% 13.81% 46.64% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 37.40% 12.98% 34.60% 33.84% 15.97% 7.60% 7.60% 7.60% 7.60% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76% 7.76%	22.84% 19.47% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 12.24% 3.05%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Neither agree or disagree	1.4.73% 1.45% 1.45% 1.45% 1.45% 1.45% 1.45% 1.45% 1.24	12.61% 8.33% 45.54% 33.93% 10.72% G.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 35.14% 16.22% 9.91% 3.60% 37.84% 24.32% 26.13% 8.11%	13.43% 14.38% 14.69% 14	2.84% 9.95% 46.27% 33.33% 7.96% Operations and Customer 47.45% 12.24% 13.61% 36.08% 3.10%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely	Disagree Strongly disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Original disagree Strongly agree Agree Disagree Strongly agree Disagree Strongly disagree Neither agree or disagree Agree Neither agree or disagree Neither agree or disagree Neither agree or disagree	1.4.73% 4.59% 4.59% 3.2.48% 2.39% Council overall overall 3.14% 3.15% 4.12.22% 3.14% 3.14% 3.15% 4.75%	12.61% 8.93% 45.54% 33.93% 45.54% 33.93% 600 600 600 600 600 600 600 600 600 60	13.43% 13.81% 46.66% 20.97% 2.61% 20.97% 2.61% 20.97% 2.61% 20.97% 2.61% 20.97%	2.84% 9.95% 46.27% 33.33% 7.96% 7.96% 47.45% 47.45% 42.45% 12.24% 36.08% 3.61% 3.61% 3.09% 22.57% 4.10% 3.25% 4.10% 3.35% 4.10% 4
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Agree Neither agree or disagree Disagree Disagree	1.4.73% 1.1.45% 1.4.5% 1.4.5% 1.2.48% 1.2.48% 1.2.39% 1.2.39% 1.2.2% 1.2.2% 1.3.16% 1.3.16% 1.3.14% 1.	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 2.70% 35.14% 35.14% 35.14% 35.14% 35.14% 16.22% 9.91% 16.22% 18.18%	13.43% 458% 458% 458% 458% 458% 458% 458% 458	22.84% 15.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 12.24% 3.05% 3.61% 3.05% 3.61% 3.09% 3.13% 3.93% 4.10% 2.25% 4.10% 2.25% 4.10% 2.25% 4.10% 2.25% 4.10% 2.25% 4.10% 2.25% 4.10% 4.35% 4
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly agree Agree Agree Strongly disagree	1.4.73% 1.47	12.61% 8.33% 45.54% 33.93% 10.72% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 3.5.14% 16.22% 9.91% 35.14% 16.22% 9.91% 1.8.18% 26.36% 47.27% 26.36% 6.36% 3.56%	13.43% 40.09% 40	2.84% 15.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 28.57% 3.06% 3.06% 3.05% 3.05% 3.41% 3
Service	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to	Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.73% 1.4.75	12.61% 8.93% 45.54% 33.93% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 16.22% 9.91% 24.22% 26.36% 47.27% 47.27%	13.43% 13.81% 46.64% 5.97% 2.61% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 36.26% 37.40% 12.98% 46.67% 34.60% 34.60% 34.60% 35.84% 15.97% 7.60% 46.60% 36.12% 38.84% 45.85% 4.58% 4.58% 31.68% 31.68% 33.21% 8.78%	22.84% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 22.8.57% 12.24% 3.05% 3.61% 3.03% 3.093% 21.13% 22.51% 3.59% 3.21% 3.23%
Service Excellence	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by	Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree	1.4.73% 1.1.45% 1.	12.61% 8.93% 45.54% 33.93% 10.71% Corporate and Community Service 49.55% 49.55% 31.53% 9.91% 35.14% 35.14% 35.14% 16.22% 14.182% 18.18% 18.18% 47.27% 26.36% 6.36% 3.36% 3.36% 44.55%	13.43% 14.43% 15.43% 16.66% 16.67% 16	22.84% 15.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 12.24% 3.05% 3.61% 3.05% 3.61% 3.09% 3.13% 3.13% 3.15% 3
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents	Disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Neither agree or disagree Disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Strongly disagree	1.4.73% 4.59% 4.59% 3.2.48% 2.39% Council overall overall 3.16% 4.2.41% 3.14% 4.12.22% 3.14% 3.14% 4.17% 4.19% 4.1	12.61% 8.93% 45.54% 33.39% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 35.14% 16.22% 9.91% 3.60% 37.84% 24.32% 26.13% 18.18% 47.27% 26.36% 6.36% 3.64% 44.55%	13.43% 13.43% 14.63% 14.63% 14.63% 14.63% 14.63% 14.63% 14.63% 14.63% 14.63% 14.63% 15.93% 14.63% 15.93% 14.63% 15.93% 15	2.2.84% 9.95% 46.27% 33.33% 7.96% 7.96% 47.45% 47.45% 47.45% 12.24% 36.08% 3.61% 36.08% 3.10% 4.10% 32.35% 4.10% 32.35% 4.10% 32.35% 4.10% 33.35% 4.10% 33.35% 4.10% 33.35% 4.10% 33.35% 4.10% 33.35% 4.10% 33.35% 4.10% 5.13% 5.23%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	1.4.73% 1.4.73	12.61% 8.93% 45.54% 33.93% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 35.14% 35.14% 36.22% 9.91% 24.22% 26.36% 3.60% 3.7.84% 24.22% 26.36% 3.60% 3.7.84% 44.55% 4.1.82% 18.18% 47.27% 47.27% 47.27% 47.27% 47.27% 47.27% 48.118% 48.118% 48.118.50% 18.85% 18.85% 18.85% 18.85% 18.85% 18.85% 18.85% 18.85% 18.85% 18.85%	13.43% 13.81% 46.64% 5.97% 2.61% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 36.26% 37.40% 7.98% 4.60% 33.446% 34.60% 34.60% 33.84% 15.97% 7.60% 4.58% 4.58% 4.58% 31.68% 8.05% 8.10% 8	22.84% 15.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 12.24% 12.24% 12.24% 13.05% 3.61% 3.09% 2.1.15% 2.
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Oisagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree	1.4.73% 1.4.73	12.61% 8.33% 45.54% 33.93% 10.72% Great Age of the community Service 6.31% 49.55% 31.53% 9.91% 2.70% 35.14% 16.22% 9.91% 35.14% 16.22% 9.91% 1.82% 26.13% 8.11% 1.82% 26.36% 6.36% 3.36% 3.47.27% 26.36% 47.27% 26.36% 47.27% 26.36% 47.27% 26.36% 3.4	13.43% 13.81% 46.64% 5.97% 2.61% 5.97% 2.61% Adult, Children and Health 10.69% 36.20% 73.40% 72.40% 7.98% 34.60% 33.84% 15.97% 7.60% 7.60% 4.58% 28.90% 4.58% 8.05% 31.68% 8.05% 31.68% 8.05% 31.68% 8.05% 31.212.6% 32.11%	22.84% 16.47% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 12.24% 3.05% 3.61% 3.05%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by	Disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Meither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree	1.4.73% 1.1.475% 45.98% 32.48% 32.48% 7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 33.14% 5.59% 34.79% 34.79% 35.05% 35.05% 36.05% 37.34% 36.05% 37.34% 36.07%	12.61% 8.93% 45.54% 33.93% 45.54% 33.93% 600mmunity Service 6.31% 49.55% 31.53% 9.91% 3.60% 37.84% 16.22% 2.70% 3.60% 37.84% 26.13% 18.85% 26.13% 18.85% 18.	13.43% 13.81% 46.66% 30.97% 2.61% 5.97% 2.61% Adult, Children and Health 10.69% 36.26% 37.40% 12.95% 34.60% 37.40% 36.12% 2.67% 36.12% 28.90% 4.58% 4.58% 4.58% 4.58% 5.24% 5.25% 5.34% 8.05% 5.25% 5.34% 6.05% 5.25% 5.34% 6.05% 5.25% 6.05% 6.	2.84% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 24.45% 3.43% 3.43% 3.43% 3.43% 3.61% 3.05% 3.61% 3.05% 3.61% 3.05% 3.
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents	Disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Agree Agree Agree Agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	1.4.73% 1.1.475% 4.5.98% 2.2.48% 2.3.99% Council overall 9.08% 42.41% 33.16% 12.22% 13.18% 5.5.99% 34.79% 35.00% 18.01% 19.06% 18.01% 19.06% 19.08% 1	12.61% 8.93% 45.54% 33.93% 45.54% 33.93% 45.55% 31.82% 26.13% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.13% 27.27% 26.15% 27.27% 26.15% 27.27% 26.15% 27.27% 26.15% 27.27% 27.	13.43% 13.81% 46.64% 5.97% 2.61% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 36.26% 37.40% 37.40% 38.46% 38.46% 38.46% 38.25% 38.25% 38.25% 38.25% 38.25% 38.25% 38.25% 39.85% 5.34% 39.85% 5.34% 39.95% 5.34% 5.26% 5.25% 5.26% 5.26% 5.25% 5.26% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.26% 5.25% 5.25% 5.26% 5.25% 5.26% 5.25% 5.25% 5.26% 5.25%	22.84% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 12.24% 3.05% 3.61% 3.05% 3.61% 3.03% 3.09% 21.15% 22.15% 23.35% 4.10% 23.15% 23.35% 4.10% 25.15% 27.18% 25.15% 3.05% 27.18% 3.05% 27.18% 3.05
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Disagree Disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree	1.4.73% 1.47	12.61% 8.93% 45.54% 33.93% 10.71% Great Residue Residu	13.43% 13.81% 46.66% 30.97% 2.61% Adult, Children and Health 10.69% 36.26% 36.26% 37.40% 37.40% 37.40% 38.46% 38.46% 38.15.97% 38.84% 38.84% 38.11% 38.84% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95% 38.11% 38.95%	22.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 28.57% 29.33% 3.06% 3.06% 3.06% 3.05% 3.05% 3.11% 3.22% 3.10% 3.23%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents	Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree	1.4.73% 1.1.475% 4.5.98% 2.2.48% 2.3.99% Council overall 9.08% 42.41% 33.16% 12.22% 13.18% 5.5.99% 34.79% 35.00% 18.01% 19.06% 18.01% 19.06% 19.08% 1	12.61% 8.33% 45.54% 33.39% 10.71% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 37.84% 16.22% 26.13% 18.18% 47.27% 26.36% 6.36% 41.82% 1.89% 1.80% 1.80% 1.80% 1.80% 1.80% 1.80% 1.81% 1.82% 1.80% 1.80% 1.80% 1.81% 1.85% 1.80% 1.80% 1.81% 1.85% 1.80% 1.80% 1.81% 1.85% 1.80% 1.80% 1.80% 1.81% 1.85% 1.80% 1.80% 1.81% 1.85% 1.80% 1.80% 1.80% 1.81% 1.85% 1.80%	13.43% 13.81% 46.66% 30.97% 2.61% 30.97% 2.61% 10.69% 36.26% 36.26% 37.40% 12.98% 36.26% 37.40% 37.40% 37.40% 38.84% 33.84% 33.84% 33.84% 33.84% 33.21% 30.55% 30.55% 30.15%	22.84% 19.45% 9.95% 46.27% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 12.24% 3.05% 3.61% 3.05%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents. The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly dagree Strongly dagree Strongly disagree	1.4.73% 1.47	12.61% 8.33% 45.54% 33.93% 10.72% Corporate and Community Service 49.55% 49.55% 31.53% 9.91% 35.14% 35.14% 35.14% 35.14% 36.62% 37.84% 24.32% 26.33% 8.118% 47.27% 26.36% 6.36% 3.364% 41.55% 42.52% 42.52% 43.54% 43.54% 44.55% 5.45% 5.45% 1.80% 3.64% 3.64% 3.64% 3.64% 3.64% 3.64% 3.64% 3.64% 3.64% 3.64%	13.43% 13.81% 46.64% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 37.40% 72.62% 72.63% 34.65% 34.65% 35.65% 36.65% 36.65% 37.60% 38.85% 34.65% 38.85% 38.85% 38.85% 38.85% 38.38% 39.85% 39.85% 30.15	2.84% 15.47% 15.
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Ossagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree	1.4.73% 1.473% 1	12.61% 8.93% 45.54% 33.93% 0.89% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.61% 3.61% 3.62% 3.1.44% 3.5.44% 3.6.36%	13.43% 13.81% 46.66% 30.97% 2.61% Adult, Children and Health 10.65% 36.26% 12.58% 24.60% 34.60% 35.27% 34.60% 33.21% 33.84% 4.58% 21.70% 33.21% 33.21% 34.10% 33.21% 35.32% 35.32% 35.32% 35.32% 35.32% 35.32% 35.32% 35.32%	2.84% 5.6.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 28.57% 3.06% 3.06% 3.06% 3.06% 3.093% 3.23% 4.10% 3.40% 3.23% 4.10% 3.40% 3.50% 3.50% 3.50% 3.50% 3.50% 3.33% 3.50% 3.50% 3.33% 3.50% 3.50% 3.33% 3.50
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents Staff constantly seek to improve the services that we	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Oisagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	1.4.73% 1.1.475% 4.5.98% 2.2.48% 2.3.99% Council overall 9.08% 4.2.41% 3.1.68% 1.2.22% 1.3.1.68%	12.61% 8.93% 45.54% 33.93% 45.54% 37.84% 49.55% 31.53% 26.13% 36.00% 3.60% 35.14% 36.00% 37.84% 49.55% 31.53% 26.13% 36.00% 3.60% 35.14% 36.00% 37.84% 49.55% 49.91% 49.50	13.43% 13.81% 46.69% 46.69% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 36.26% 37.40% 37.40% 38.46% 38.46% 38.46% 38.46% 38.15.97% 4.58% 38.16% 38.16% 38.16% 38.16% 38.16% 39.85% 4.58% 39.85% 5.34% 39.85% 5.34% 39.85% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 39.95% 5.34% 9.59% 5.34% 9.59% 9.	2.84% 9.95% 46.27% 3.333% 7.96% 2.49% Operations and Customer 8.67% 12.24% 3.05% 3.61% 3.09% 3.01% 3.09% 3.05%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree	1.4.73% 1.4.73	12.61% 8.33% 45.54% 33.93% 10.72% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 3.60% 35.14% 35.14% 35.14% 36.62% 37.84% 24.32% 26.33% 8.113% 8.115% 5.45% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.83% 1.82% 1.83% 1.82% 1.83% 1.82% 1.83% 1.82% 1.83% 1.85% 1.80% 1	13.43% 13.81% 46.64% 5.97% 2.61% 5.97% 2.61% Adult, Children and Health 10.65% 36.26% 36.26% 37.40% 7.98% 34.60% 33.446% 34.10% 7.60% 4.58% 33.21% 33	2.2.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 28.57% 28.57% 3.61% 3.06% 3.61% 3.09% 3.1133% 3.29% 3.21% 3.29% 3.21% 3.39% 3.23%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents Staff constantly seek to improve the services that we	Disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	1.4.73% 1.1.475% 45.93% 32.48% 32.48% 7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 33.14% 5.55% 34.79% 34.79% 34.79% 35.55% 36.86% 37.34% 36.67% 37.34% 36.67% 37.34% 38.35% 38.34% 38.34% 38.34% 38.34% 38.34% 38.34% 38.35% 38.34% 38.35% 38.34% 38.33% 38.34% 38.33% 38.34% 38.33% 38.34% 38.33% 38.34% 38.33% 38.34% 38.33% 38.34% 38.34% 38.33%	12.61% 8.33% 45.54% 33.39% 45.54% 33.93% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 33.5.14% 31.62% 16.22% 16.22% 17.84% 16.22% 16.35% 16.22% 16.35% 16.28% 16.38% 1	13.43% 13.81% 46.69% 5.97% 2.61% 30.97% 2.61% 10.69% 36.26% 36.26% 37.40% 36.26% 34.60% 37.40% 36.26	2.84% 16.42% 9.95% 46.27% 46.27% 33.33% 7.96% 2.49% Operations and Customer 8.67% 12.24% 3.05% 3.61% 3.05% 3.61% 3.05%
	The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents Staff constantly seek to improve the services that we	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree	1.4.73% 1.4.73	12.61% 8.33% 45.54% 33.93% 10.72% Corporate and Community Service 6.31% 49.55% 31.53% 9.91% 3.60% 35.14% 35.14% 35.14% 36.62% 37.84% 24.32% 26.33% 8.113% 8.115% 5.45% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.82% 1.83% 1.82% 1.83% 1.82% 1.83% 1.82% 1.83% 1.82% 1.83% 1.85% 1.80% 1	13.43% 13.81% 46.66% 30.97% 2.61% 5.97% 2.61% 10.69% 36.26% 12.98% 12.98% 14.07% 15.97% 15.97% 15.97% 15.97% 16.12% 17.96% 18.12% 18.10% 19.39% 19.39% 19.39% 10.50	22.84% 16.42% 9.95% 46.27% 33.33% 7.96% 7.96% 2.49% Operations and Customer 8.67% 8.57% 8.57% 8.57% 8.33,61% 8.30,93% 8.30,93% 8.30,93% 8.30,93% 8.31,93% 8.

		Council overall	Corporate and Community Service	Adult, Children and Health	Operations and Customer
	Calm - 1	2.27%	1.80%	2.67%	2.059
	2	4.02%	1.80%	4.58%	4.109
	3	7.17%	2.70%	9.16%	6.679
	4	6.29%	7.21%	5.34%	7.189
	5	10.84%	13.51%	10.69%	9.749
	6	10.49%	9.01%	9.54%	12.319
	7	16.26%	11.71%	18.32%	16.419
	8	22.55%	31.53%	18.70%	22.569
	9	13.46%	16.22%	14.12%	11.289
How do you feel at work (Calm - Stressed)	Stressed - 10	6.64%	4.50%	6.87%	7.699
			Corporate and		
		Council	Community Service	Adult, Children and Health	Operations and Custome
	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
How do you feel at work (Enthuastic - Bored)	Bored - 10	2.28%	4.55%	1.91%	1.55
	,		Corporate and		
		Council	Community	Adult, Children	Operations
		overall	Service	and Health	and Customer
	Satisfied - 1	4.92%	2.70%	5.34%	5.739
	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
	0	5.80%	6.31%	4.500/	7.29
	9	5.80%	0.31%	4.58%	7.29

Corporate and Community Services

					ervices		Governance,	
			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Partnerships, Performance and Policy	Finance
		Strongly agree Agree	10.11% 43.18%	8.06% 45.97%	10.00%	0.00% 50.00%	16.67% 36.67%	11.11%
	I am happy with the balance between my work and home life	Neither agree or disagree	17.82%	12.10%	6.00%	8.33%	13.33%	11.11%
	,	Disagree Strongly disagree	24.24% 4.65%	28.23% 5.65%	10.00%	33.33% 8.33%	30.00% 3.33%	25.93% 7.41%
		Strongly agree	11.98%	9.68%	0.00%	4.17%	23.33%	11.11%
	My work gives me a sense of personal	Agree Neither agree or disagree	50.64% 17.73%	55.65% 12.10%	60.00% 15.00%	50.00% 8.33%	53.33% 10.00%	51.85% 22.22%
	achievement	Disagree	14.86%	16.94%	15.00%	25.00%	13.33%	7.41%
		Strongly disagree Strongly agree	4.79% 6.60%	5.65% 3.25%	10.00%	12.50% 0.00%	0.00% 6.67%	7.41%
	I am under the correct amount of	Agree	37.04%	35.77%	45.00%	33.33%	36.67%	40.74%
	pressure to preform well in my role	Neither agree or disagree Disagree	21.10% 25.76%	23.58% 26.83%	40.00% 5.00%	25.00% 25.00%	33.33% 23.33%	18.52% 29.63%
All about you		Strongly disagree	9.50%	10.57%	10.00%	16.67%	0.00%	7.41%
		Strongly agree Agree	13.50% 42.12%	13.82% 42.28%	15.00% 40.00%	12.50% 45.83%	23.33% 36.67%	3.85% 57.69%
	The experience I gain from this job is valuable for my future	Neither agree or disagree	29.90%	26.83%	30.00%	29.17%	23.33%	23.08%
		Disagree Strongly disagree	11.25% 3.23%	13.82% 3.25%	10.00% 5.00%	8.33% 4.17%	0.00%	11.54% 3.85%
		Strongly agree	16.88%	10.48%	0.00%	13.04%	20.00%	14.81%
	I would be happy to still be working at	Agree Neither agree or disagree	35.69% 28.14%	37.10% 29.84%	60.00% 30.00%	26.09% 26.09%	20.00%	44.44% 25.93%
	the council in 12 months' time	Disagree	12.38%	18.55%	10.00%	26.09%	13.33%	11.11%
		Strongly disagree Strongly agree	6.91% 4.97%	4.03% 1.61%	0.00%	8.70% 0.00%	0.00% 6.67%	3.70%
	I am happy with the pay and benefits	Agree	28.37%	25.00%	40.00%	17.39%	30.00%	37.04%
	that I receive for my job	Neither agree or disagree Disagree	24.90% 27.40%	25.81% 32.26%	30% 30.00%	22% 34.78%	33% 23.33%	19% 29.63%
	1	Strongly disagree	14.36%	15.32%	0.00%	26.09%	6.67% Governance,	11.11%
			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Partnerships, Performance and	Finance
		Strongly agree	11.71%	11.38%	15.00%	8.33%	20.00%	3.70%
		Agree Neither agree or disagree	39.19% 29.76%	39.02% 26.83%	40.00% 20.00%	37.50% 33.33%	36.67% 23.33%	55.56% 22.22%
	My job is good for my own personal	Disagree	16.42%	17.89%	15.00% 10.00%	20.83%	20.00%	14.81%
	growth	Strongly disagree Strongly agree	29.02% 6.33%	4.88% 5.69%	10.00% 10.00%	0.00% 4.17%	0.00% 10.00%	3.70% 3.70%
	I hallow shoot that C	Agree	37.82%	39.84%	35.00%	50.00% 20.83%	53.33%	51.85%
	I believe that the Council makes effective use of my personal skills and	Neither agree or disagree Disagree	21.43% 26.46%	19.51% 26.02%	15.00% 30.00%	20.83% 16.67%	10.00% 26.67%	18.52% 14.81%
Learning and development	strenghts	Strongly disagree	7.95%	8.94%	10.00%	8.33%	0.00%	11.11%
development		Strongly agree Agree	9.27% 44.23%	4.88% 43.90%	30.00%	8.33% 33.33%	13.33% 30.00%	3.70% 74.07%
	The training that I receive is of benefit	Neither agree or disagree Disagree	26.34% 13.50%	27.64% 15.45%	50.00% 10.00%	25.00% 25.00%	36.67% 16.67%	14.81% 3.70%
	to me in my job	Strongly disagree	6.67%	8.13%	10.00%	8.33%	3.33%	3.70%
		Strongly agree Agree	28.73% 50.16%	30.08% 45.53%	30.00% 45.00%	12.50% 62.50%	53.33% 30.00%	18.52% 59.26%
	I believe that I make a valuable	Neither agree or disagree	14.94%	16.26%	20.00%	20.83%	16.67%	11.11%
	contribution to the success of the	Disagree	3.90%		0.00%	4.17%	0.00%	3.70%
	Council		2.27%	4.88% 3.25%	5.00%	0.00%	0.00%	7.41%
		Strongly disagree		3.25%	5.00%	0.00%	0.00% Governance,	7.41%
			2.27% Council	3.25% Corporate and Community	5.00% Communities and Economic	0.00% Planning Development and	0.00% Governance, Partnerships, Performance and	7.5270
		Strongly disagree	2.27% Council overall	3.25% Corporate and Community Directorate	5.00% Communities and	0.00% Planning Development and Regeneration	0.00% Governance, Partnerships, Performance and Policy	Finance
	Council	Strongly disagree Strongly agree Agree	2.27% Council overall 16.11% 43.36%	3.25% Corporate and Community Directorate 12.07% 44.83%	5.00% Communities and Economic Development 11.11% 61.11%	0.00% Planning Development and Regeneration 0.00% 43.48%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83%	Finance 11.11% 55.56%
	Council I receive regular feedback from my	Strongly disagree Strongly agree Agree Neither agree or disagree	2.27% Council overall 16.11%	3.25% Corporate and Community Directorate 12.07%	5.00% Communities and Economic Development 11.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74%	0.00% Governance, Partnerships, Performance and Policy 13.79%	Finance
	Council	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.66% 18.10% 10.34%	5.00% Communities and Economic Development 11.11% 61.11% 5.56% 16.67% 5.56%	0.00% Planning Development and Regeneration 0.00% 42.48% 21.74% 13.04%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 0.00%	Finance 11.11% 55.56% 18.52% 3.70% 11.11%
	Council I receive regular feedback from my line manager regarding my	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.66% 18.10%	5.00% Communities and Economic Development 11.11% 61.11% 5.56% 16.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24%	Finance 11.11% 55.56% 18.52% 3.70%
	I receive regular feedback from my line manager regarding my performance against my objectives	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly dagree Agree Agree Agree Neither agree or disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 43.65% 19.73%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.66% 18.10% 19.33% 41.38% 19.83%	5.00% Communities and Economic Development 11.11% 61.11% 5.56% 16.67% 5.56% 27.78% 44.44% 16.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 12.74%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 0.00% 17.24% 41.38% 31.03%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 44.44% 22.22%
	Council I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Neither agree or disagree Disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.66% 18.10% 10.34% 19.83% 41.38%	5.00% Communities and Economic Development 11.11% 5.56% 16.67% 5.56% 27.78% 44.44%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.06% 21.74% 30.43%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 0.00% 17.24% 41.38%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 44.44%
	I receive regular feedback from my line manager regarding my performance against my objectives	Strongly disagree Strongly agree Agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly agree Disagree Strongly agree Disagree Strongly agree Strongly agree Strongly agree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 43.65% 19.57% 11.43% 90.62% 13.53%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.66% 18.10% 19.83% 19.83% 19.83% 10.34% 8.62% 12.07%	5.00% Communities and Economic Development 11.11% 61.11% 5.56% 27.78% 44.44% 5.56% 5.56% 0.00%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 43.53% 43.134%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 6.90% 3.45%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 22.22% 11.11% 14.81%
	Council I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree	2.27% Council overall 16.11% 43.36% 18.11% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.66% 18.10% 10.34% 19.83% 41.38% 19.83% 10.34% 8.62%	5.00% Communities and Economic Development 11.11% 61.11% 5.56% 16.67% 2.7.8% 44.44% 16.67% 5.56% 5.56%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 21.74%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 17.24% 0.00% 17.24% 41.38% 31.03% 6.90% 3.45%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 22.22% 11.11% 7.41% 14.81% 51.85%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly agree Agree Neither agree or disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 14.35% 19.57% 11.43% 19.62% 13.53% 41.90% 24.21% 15.33%	3.25% Corporate and Community Directorate 12.07% 44.83% 14.65% 18.10% 19.83% 41.38% 10.34% 8.62% 19.83% 10.34% 44.83% 22.41%	5.00% Communities and Economic Development 11.11% 5.56% 61.11% 5.56% 27.78% 44.44% 16.67% 5.56% 0.000% 77.28% 16.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.043% 21.74% 13.043% 21.74% 13.043% 31.43% 31.43% 31.43% 31.43%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 0.00% 17.24% 41.33% 31.03% 6.99% 17.24% 41.38% 34.45%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 44.44% 22.22% 11.11% 14.81% 51.85% 0.00%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree	2.27% Council 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 14.90% 42.21%	3.25% Corporate and Community Directorate 12.07% 44.33% 14.66% 18.10% 19.83% 10.34% 10.34% 12.07% 44.33% 10.34% 12.07% 44.33% 11.07% 12.07% 13.07% 14.66% 15.07% 14.66% 15.07% 16.03% 16.03% 16.03%	5.00% Communities and Economic Development 11.11% 5.56% 16.67% 5.56% 22.73% 44.44% 16.67% 5.56% 0.00% 77.78%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 31.30% 21.74% 21.77% 30.45% 31.30% 4.35% 34.78% 5.70% 21.74%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 0.00% 17.24% 41.18% 31.03% 6.59% 17.24% 6.50% 34.48% 6.50% 0.00% 27.59%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 14.81% 14.81% 14.81% 14.81% 14.81% 0.00% 7.41% 7.41%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Strongly disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 43.65% 43.65% 19.73% 43.65% 11.43% 90.62% 11.43% 41.90% 24.21% 15.33% 5.03% 23.96% 42.60%	3.25% Corporate and Community Directorate 12.07% 14.65% 19.33% 19.33% 19.33% 19.33% 10.34% 8.62% 12.07% 44.83% 6.03% 19.34% 19.35% 19.3	5.00% Communities and Economic Development 11.11% 5.16% 5.16% 2.7.78% 44.44% 1.6.67% 5.56% 5.56% 6.77.78% 1.6.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 21.74% 21.74% 21.74% 21.74% 31.04% 4.35% 34.78% 21.74% 30.43% 4.35% 4.35% 4.35% 4.35% 4.35% 4.35% 4.34% 4.34% 4.34% 4.34%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.33% 31.03% 6.90% 3.45% 17.24% 41.38% 34.48% 6.90% 0.00%	Finance 11.11% 55.56% 18.52% 18.52% 11.119% 11.11% 14.41% 14.41% 7.41% 7.41% 51.83% 25.93% 0.00% 7.41% 7.41% 66.67%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 11.43% 90.62% 11.43% 41.90% 24.21% 15.33% 5.03% 23.96% 42.60% 42.60% 18.30% 10.33%	3.25% Corporate and Community Directorate 12.07% 14.65% 19.83% 19.83% 19.83% 19.83% 22.41% 12.07% 44.83% 22.41% 13.95% 13.95% 13.95% 14.16% 15.05% 15	5.00% Communities and Economic Development 11.11% 5.11% 5.56% 16.67% 5.56% 2.7.78% 44.44% 16.67% 5.56% 0.00% 7.7.28% 16.67% 0.00% 5.56%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.043% 21.74% 13.043% 21.74% 21.74% 21.74% 30.43% 21.74% 4.35% 34.78% 30.43% 21.74% 4.35% 4.348% 4.348% 4.348% 4.348%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 0.00% 17.24% 41.38% 31.03% 6.90% 3.45% 41.38% 34.48% 6.90% 0.00% 17.24% 41.38% 17.24% 11.38%	Finance 11.11% 55.56% 18.52% 18.52% 11.11% 14.81% 14.81% 14.81% 15.11% 15.11% 16.6667% 17.41% 16.667% 18.52%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues headon instead of avoiding conflict My manager ensures that I have the resources needed to do my job	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree	2.27% Council overall 16.11% 13.86% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 13.53% 14.19% 24.21% 15.33% 23.96% 42.60% 18.30% 10.03%	3.25% Corporate and Community Directorate 12.07% 44.83% 44.83% 14.86% 18.10% 19.83% 19.83% 10.34% 43.88% 12.24% 16.60% 18.97% 14.86% 18.97% 18.97% 13.79% 9.48%	5.00% Communities and Economic Development 11.11% 5.15% 16.67% 1.6.67% 5.56% 2.7.78% 16.67% 5.56% 10.00% 7.7.78% 16.67% 1.111% 66.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 21.74% 43.5% 34.78% 21.74% 30.43% 21.74% 43.48% 43.48% 43.48% 43.48% 43.48% 43.48%	0.00% Governance, Partnerships, Performance and 13.79% 13.79% 144.33% 24.14% 17.24% 17.24% 31.03% 6.90% 3.45% 27.59% 41.38% 34.48% 6.90% 17.24% 41.38% 34.48% 6.90% 17.24% 41.38% 34.48% 6.90% 17.24% 41.38% 34.48% 6.90% 34.5% 41.34% 34.48% 6.90% 34.5% 41.34% 6.90% 34.5% 41.34% 6.90% 34.34% 41.34% 6.90% 34.34% 41.34% 6.90% 34.34%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 44.44% 42.22% 11.114 14.81% 51.85% 0.00% 7.41% 7.41% 66.67% 18.52%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest	Strongly disagree Strongly agree Agree Agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree	2.27% Council overall 16.11% 13.86% 18.11% 15.86% 19.73% 19.57% 11.43% 19.57% 11.43% 19.52% 13.53% 41.90% 24.21% 23.96% 42.60% 18.30% 18.30% 19.52% 10.33% 10.33% 10.33%	3.25%. Corporate and Community Directorate processing and the second se	5.00% Communities and Economic Development 11.11% 5.11% 5.11% 5.56% 27.78% 44.44% 16.67% 5.56% 0.00% 77.78% 16.67% 0.00% 16.67% 11.11% 66.67% 0.00% 5.56%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 21.74% 21.74% 21.74% 21.74% 21.74% 21.74% 21.74% 4.35% 34.78% 21.74% 4.34% 4.34% 4.35% 5.70% 4.35% 5.117%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 31.03% 3.103% 3.103% 3.45% 17.24% 41.38% 34.48% 30.00% 27.59% 41.32% 17.24% 10.34% 11.24% 11.24% 11.24% 55.17%	Finance 11.11% 55.56% 13.70% 11.11% 14.81% 14.81% 14.81% 14.81% 14.81% 14.81% 15.26% 11.11% 14.81% 15.26% 16.66.67% 18.52
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.43% 90.62% 41.90% 42.21% 15.33% 41.03% 41.03% 10.03% 15.35% 42.60% 18.30%	3.25% Corporate and Community Directorate productions of the control of the contr	5.00% Communities and Economic Development 11.11% 5.16% 5.16.67% 5.56% 27.78% 44.44% 16.67% 5.56% 5.56% 6.00% 7.78% 6.667% 0.00% 11.11% 6.6667% 0.00% 5.56% 5.56% 5.50% 5.50% 5.50% 5.50% 5.50% 5.50% 5.50% 5.50% 5.50% 5.50%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.77% 13.04% 30.43% 21.77% 4.35% 4.21.74% 4.35% 4.21.74% 4.35% 5.70% 5.70% 4.35% 5.717% 4.35% 5.717% 4.35% 5.717% 4.35% 5.717% 6.7174% 6.7174%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 0.00% 17.24% 41.38% 31.03% 6.59% 3.45% 41.38% 6.59% 0.00% 27.59% 41.38% 17.24% 10.34% 17.24% 55.17%	Finance 11.11% 55.56% 18.52% 18.52% 17.0% 11.11% 44.44% 44.44% 44.44% 11.11% 14.81% 51.85% 0.00% 7.41% 16.67% 18.52% 0.00% 11.11% 14.81% 52.93% 18.52%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Agree Agree Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.43% 90.62% 11.43% 41.90% 42.60% 42.60% 42.60% 10.03% 42.21% 15.33% 41.90% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 42.80% 43.80% 44.80% 46.80%	3.25% Corporate and Community Directorate 12.07% 14.06% 15.07% 14.66% 15.07% 16.07% 17.07% 16.07% 17	5.00% Communities and Economic Development 11.11% 5.56% 5.56% 16.67% 5.56% 16.67% 0.00% 77.78% 0.00% 11.11% 66.67% 16.67% 16.67% 15.56% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.77% 13.04% 30.43% 21.77% 21.77% 43.50% 21.77% 43.50% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74% 43.50% 21.74%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 6.90% 3.45% 41.38% 6.90% 27.59% 41.38% 10.34% 10.34% 17.24% 10.34% 34.48% 34.48% 34.48% 35.174	Finance 11.11% 55.56% 18.52% 18.52% 1.11% 4.11% 4.4.4% 4.4.4% 4.4.4% 4.1.1119 51.85% 0.00% 7.4.11% 66.67% 18.52% 0.00% 18.52% 0.00% 18.52% 0.00% 18.52% 0.00%
	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly agree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.55% 19.57% 19.57% 19.57% 13.53% 41.93% 5.03% 24.21% 15.33% 41.93% 5.03% 15.33% 42.60% 42.60% 42.60% 42.60% 43.65% 44.85% 46.76% 48.86% 48.86% 48.88% 48.88%	3.25% Corporate and Community Directorate processing and the second seco	5.00% Communities and Economic Development 11.11% 61.11% 61.11% 61.11% 5.56% 27.78% 44.44% 16.67% 5.56% 97.78% 16.67% 0.00% 77.78% 66.67% 0.00% 5.56% 16.67% 5.56% 16.67% 5.56% 16.67% 5.56% 16.67% 5.56% 5.56% 5.56% 5.56%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 4.35% 34.78% 21.74% 21.74% 30.43% 21.74% 4.35% 34.78% 51.74% 4.35% 51.74% 4.35% 51.74% 4.35% 6.70% 4.35% 6.70% 4.35% 6.70% 6	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 17.24% 0.00% 17.24% 41.38% 31.03% 6.99% 3.45% 17.24% 41.38% 34.48% 6.99% 0.00% 27.59% 41.38% 10.34% 10.34% 10.34% 10.34% 3.45% 10.34% 3.45% 10.34% 3.45% 10.34% 3.45%	Finance 11.11% 55.56% 3.70% 3.70% 11.12% 14.81% 14.81% 14.81% 14.81% 15.85% 25.93% 27.41% 16.66.77% 18.52% 0.00% 7.41% 14.81% 15.85% 0.00% 7.41% 16.65% 16.6
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Disagree Disagree Strongly agree Disagree Strongly agree Agree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.43% 90.62% 13.53% 41.03% 5.03% 24.21% 15.38% 42.60% 15.33% 42.60% 15.33% 42.60% 15.33% 42.60% 15.33% 15.33% 42.60% 42.60% 42.60% 42.60% 42.60% 43.60% 44.60% 45.21% 46.76% 46.76% 13.88% 46.88% 46.88% 46.88% 46.88%	3.25% Corporate and Community Directorate processors and 12.07% 14.65% 19.33% 19.33% 19.33% 19.33% 22.41% 10.34% 6.62% 22.41% 14.66% 6.03% 22.41% 14.66% 6.03% 19.34% 14.66% 19.34% 19.3	5.00% Communities and Economic Development 11.11% 5.56% 61.11% 5.56% 27.78% 44.44% 16.67% 5.56% 5.56% 0.00% 77.28% 10.67% 5.56% 10.67% 10.6	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 30.43% 21.74% 30.43% 4.35% 34.78% 21.74% 4.35% 3.70% 5.17% 4.35% 3.70% 4.35% 3.70% 17.39% 13.04% 43.48% 11.74% 43.5% 11.74% 43.5% 11.74% 43.5% 11.74% 43.5% 11.74% 43.5% 11.74% 43.5% 11.74% 43.5% 11.74% 43.5% 11.74% 43.76% 11.74%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 6.99% 31.03% 6.99% 41.38% 34.45% 17.24% 11.38% 34.45% 34.45% 55.17% 42.414% 3.45% 3.45% 10.34% 55.17% 24.14% 3.45% 3.00%	Finance 11.11% 55.56% 18.52% 18.52% 17.0% 11.11% 14.81% 44.44% 44.44% 44.44% 11.11% 51.85% 0.00% 7.41% 16.667% 18.52% 0.00% 7.41% 18.52% 0.00% 18.52% 0.00% 18.52% 0.00% 18.52% 0.00% 18.52% 0.00% 18.52% 18.52% 18.52% 18.52% 18.52% 18.52%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues headon instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree	2.27% Council overall 16.11% 13.86% 13.13% 15.86% 19.73% 19.57% 13.53% 19.57% 13.53% 19.02% 13.53% 19.03% 15.03% 15.03% 15.03% 15.03% 16.81% 16.81% 16.81% 16.81% 16.81% 16.81% 16.95% 18.95%	3.25% Corporate and Community Directorate 12.07% 14.05% 14.66% 19.83% 14.38% 19.83% 19.83% 19.83% 19.83% 10.34% 8.62% 12.07% 44.83% 22.41% 14.66% 50.86% 13.97% 9.48% 6.03% 14.66% 5.50% 17.24% 14.66% 7.76% 25.22% 40.00% 16.53%	5.00% Communities and Economic Development 11.11% 5.16% 5.16% 7.78% 16.67% 5.56% 0.00% 5.56% 16.67% 0.00% 5.56% 16.67% 5.56% 0.00% 5.56% 11.11% 66.67% 5.56% 10.00% 5.56% 10.00% 5.56% 11.11% 66.67% 10.00% 5.56% 11.11% 66.67% 10.00% 10	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 43.5% 34.78% 21.74% 43.5% 31.74% 43.48% 51.174% 43.48% 43.5% 17.39% 43.5%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.33% 31.03% 6.90% 3.45% 17.24% 41.38% 34.48% 6.90% 17.24% 41.38% 34.48% 6.59.0% 0.00% 27.59% 41.38% 17.24% 10.34% 3.45% 17.24% 3.45%	Finance 11.11% 55.56% 18.52% 18.52% 11.15% 14.81% 14.81% 14.81% 14.81% 14.81% 15.52% 16.66.77% 18.52%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree	2.27% Council overall 16.11% 13.86% 143.36% 19.57% 19.57% 19.57% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 5.03% 5.21% 16.81% 46.76% 18.30% 10.33% 42.60% 18.30% 10.34% 40.85%	3.25% Corporate and Community Directorate processing and a community Directorate processing and a community description and a community descri	5.00% Communities and Economic Development 11.11% 5.56% 61.11% 5.56% 27.78% 44.44% 16.67% 5.56% 5.56% 0.00% 77.28% 10.67% 5.56% 10.67% 10.6	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 43.48% 21.74% 4.35% 8.70% 8.70% 43.48% 51.74% 13.04% 43.48% 12.174% 43.48% 43.48% 12.174% 43.48% 43.48% 13.04% 43.48% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 17.24% 17.24% 31.03% 31.03% 31.03% 6.90% 3.45% 17.24% 41.38% 34.48% 6.90% 0.00% 27.59% 41.38% 3.45% 17.24% 3.45% 3.4	Finance 11.11% 55.56% 18.52% 18.52% 11.15% 14.81% 14.81% 14.81% 14.81% 15.52% 16.667% 17.41% 14.81% 14.81% 14.81% 14.81% 14.81% 15.52% 16.667% 17.11% 16.667% 17.11% 16.667% 17.11% 16.667% 17.11% 16.667% 17.11% 16.667% 17.11% 16.667% 17.11% 16.667% 17.11% 17.11% 17.11% 17.11% 17.11% 17.11% 17.11%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues headon instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Of the agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Strongly agree Agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Strongly agree Agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 6.56% 19.57% 19.57% 11.43% 90.62% 11.43% 41.90% 42.60% 12.421% 15.38% 41.90% 42.60% 11.383% 42.421% 15.33% 42.421% 15.33% 42.421% 15.33% 42.50% 19.30% 42.60% 19.30% 42.60% 19.30% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40% 10.40%	3.25% Corporate and Community Directorate productions of the community of	5.00% Communities and Economic Development 11.11% 5.56% 5.16.67% 5.56% 16.67% 5.56% 16.67% 0.00% 5.56% 16.67% 0.00% 5.56% 11.11% 66.67% 22.22% 5.56% 11.1111% 5.56%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.77% 13.04% 30.43% 21.77% 43.5% 34.78% 21.74% 30.45% 31.70% 31.71,73% 31.70% 31.71,73% 31.70%	0.00% Governance, Partnerships, Performance and Policy 13,79% 44.83% 24,14% 17,24% 41.18% 31.03% 6.59% 31.45% 41.38% 6.50% 17,24% 41.38% 6.50% 27,59% 41.38% 10,34% 11,24% 10,34% 11,24% 10,34% 11,24%	Finance 11.11% 55.56% 18.52% 18.52% 1.11% 44.44% 44.44% 44.44% 45.11.11% 51.85% 0.00% 7.41% 18.52% 0.00% 18.52% 1
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.43% 90.62% 11.43% 41.90% 42.60% 13.53% 41.90% 42.60% 13.53% 42.21% 15.88% 42.24.1% 15.88% 42.58% 42.58% 19.90% 10.43% 13.53% 10.43% 10.43% 10.43% 10.43% 10.43% 10.43% 10.43% 10.43% 10.43%	3.25% Corporate and Community Directorate and Community 12.07% 14.66% 15.20% 19.83%	5.00% Communities and Economic Development 11.11% 5.56% 5.56% 16.67% 5.56% 7.72% 44.44% 5.56% 6.00% 7.72% 0.00% 11.11% 66.67% 1.667% 2.2.22% 5.00% 5.56% 11.11% 5.56% 11.11% 5.56% 11.11% 5.56% 11.11% 5.56% 5.56% 11.11% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56% 5.56%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 43.48% 21.74% 4.35% 8.70% 8.70% 43.48% 51.74% 13.04% 43.48% 12.174% 43.48% 43.48% 12.174% 43.48% 43.48% 13.04% 43.48% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 3.45% 41.38% 6.99% 3.45% 17.24% 41.38% 6.99% 17.24% 41.38% 6.99% 27.59% 41.38% 10.34% 34.48% 3.45% 17.24% 10.34% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 3.45% 17.24% 3.45	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 44.41% 44.44% 42.22% 11.114 11.11% 51.85% 0.00% 7.41% 66.67% 18.52% 0.00% 7.41% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.33% 90.62% 13.53% 41.96% 24.21% 15.33% 41.96% 42.60% 42.60% 42.60% 43.65% 42.65% 43.65% 43.65% 43.65% 43.65%	3.25% Corporate and Community Directorate processing and the series of t	5.00% Communities and Economic Development 11.11% 5.16% 61.11% 5.56% 16.67% 5.56% 16.67% 6.5.56% 16.67% 6.5.56% 16.67% 6.5.56% 16.67% 6.5.56% 16.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 43.5% 34.78% 21.74% 43.5% 34.78% 51.74% 43.5% 17.74% 43.5% 17.74% 43.5% 17.74% 43.5% 17.74% 18.70% 43.75% 18.70%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 17.24% 17.24% 41.38% 31.03% 31.03% 3.45% 17.24% 41.38% 34.48% 17.24% 55.17% 24.14% 3.45% 17.24% 55.17% 24.14% 3.45% 17.24% 55.17% 24.14% 3.45%	Finance 11.11% 55.56% 3.70% 3.70% 18.52% 3.70% 44.44% 44.44% 42.22% 11.11% 14.81% 14.81% 14.81% 15.85% 25.93% 25.93% 26.66.77% 18.52% 0.00% 7.41% 15.25% 0.00% 7.41% 15.25
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly agree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 19.73% 43.65% 19.57% 11.43% 90.62% 42.19% 11.43% 5.03% 5.03% 5.21% 16.81% 46.76% 18.37% 18.83% 40.98% 10.03% 10	3.25% Corporate and Community Directorate productions of the control of the contr	5.00% Communities and Economic Development 11.11% 5.56% 6.11% 5.56% 27.78% 44.44% 16.67% 5.56% 5.56% 6.67% 6.00% 72.78% 6.66.67% 6.00% 11.11% 6.66.7% 6.00% 11.11% 6.67% 6.00% 11.11% 6.67% 6.00% 11.11% 6.67% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00% 11.11% 6.00%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 34.78% 21.74% 43.87% 43.87% 51.74% 43.87% 51.74% 43.87% 51.74% 43.87% 13.04% 43.87% 17.39% 13.04%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 0.00% 17.24% 41.38% 31.03% 6.90% 3.45% 17.24% 41.38% 11.24% 13.48% 6.90% 3.45% 17.24% 10.34% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 10.34% 17.24% 10.34% 1	Finance 11.11% 55.56% 18.52% 18.52% 18.52% 17.11% 44.44% 44.44% 11.11% 51.85% 0.00% 66.67% 18.52% 0.00% 66.67% 18.52% 0.00% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree agree or disagree Disagree Strongly agree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.73% 41.90% 42.61% 11.33% 41.90% 42.61% 13.53% 41.90% 42.61% 13.53% 41.90% 42.60% 14.80% 42.60% 15.93% 42.91% 16.81% 46.76% 18.47% 19.90% 10.42% 5.64% 10.42% 5.64% 5.64% 5.6	3.25% Corporate and Community University of the Community 12.07% 14.66% 19.33% 14.66% 19.33% 19.33% 19.33% 19.33% 19.33% 10.34%	5.00% Communities and Economic Development 11.11% 5.56% 5.56% 16.67% 5.56% 16.67% 0.00% 7.7.78% 0.00% 16.67% 16.67% 16.67% 16.67% 11.11% 16.67% 5.56% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11%	0.00% Planning Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 51.17% 13.00% 13.04% 17.39% 13.04% 17.39% 13.04% 43.48% 17.39% 13.04% 43.48% 17.39% 13.04% 43.48% 17.39% 13.04% 43.48% 17.39% 13.04% 43.48% 17.39% 13.04% 43.48% 17.39% 13.04% 43.48% 17.39% 13.04% 13.04% 13.04% 17.39% 13.04% 13.04% 17.39% 13.04% 17.39% 13.04% 17.39% 13.04% 17.39% 13.04% 17.39% 13.04%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 3.45% 17.24% 41.38% 6.90% 27.59% 41.38% 17.24% 10.34% 34.48% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 44.44% 42.22% 11.11% 14.81% 51.85% 0.00% 7.41% 18.52% 0.00% 7.41% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.33% 90.62% 11.33% 5.03% 24.21% 11.33% 41.90% 42.60% 42.60% 42.60% 42.60% 42.60% 43.65% 43.65% 43.65% 43.66% 43.66% 43.66% 19.90% 10.42% 11.38%	3.25% Corporate and Community Directorate productions of the community Directorate and 12.07% 14.65% 19.33% 19.33% 19.33% 19.33% 22.41% 19.33% 22.41% 19.33%	5.00% Communities and Economic Development 11.11% 5.56% 6.113% 5.56% 27.78% 44.44% 16.67% 5.56% 5.56% 6.67% 6.67% 6.67% 6.67% 5.56% 11.11% 6.67% 6.67% 6.67% 6.67% 6.00% 6.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.77% 13.04% 30.43% 21.74% 30.43% 21.74% 30.43%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 17.24% 17.24% 41.13% 31.03%	Finance 11.11% 55.56% 11.12% 3.70% 11.12% 14.81% 44.44% 42.22% 11.11% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Ostoppe of disagree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 19.73% 43.65% 19.57% 43.65% 43.65% 43.65% 43.65% 42.21% 10.03% 42.60% 11.03% 42.21% 16.81% 46.76% 19.90% 10.03%	3.25% Corporate and Community Directorate productions of the community of	5.00% Communities and Economic Development 11.11% 5.56% 61.11% 5.56% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 11.11% 16.67% 10.00% 11.11% 16.67% 10.00% 11.11% 10.00% 11.11% 11.11% 10.00% 11.11% 10.00% 11.11% 10.00% 11.11% 10.00% 11.11% 10.00% 11.11% 10.00% 10.00% 11.11% 10.00% 10.00% 11.11% 10.00% 10.	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.77% 13.04% 30.43% 21.77% 43.48% 21.74% 43.48% 21.74% 43.48% 51.77% 13.04% 43.48% 13.104% 13.1	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 31.03% 31.03% 6.59% 3.45% 41.38% 31.03% 6.59% 41.38% 31.03% 6.59% 31.03% 32.55% 41.38% 31.03% 31.03% 31.03% 41.38% 31.03%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 44.41% 44.44% 42.22% 11.114 11.11% 51.85% 0.00% 7.41% 66.67% 18.52% 0.00% 7.41% 14.81
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly gree Agree Agree Agree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.43% 90.62% 11.43% 41.90% 42.61% 15.33% 41.90% 42.61% 15.33% 41.90% 42.61% 15.33% 41.90% 42.60% 11.35% 42.61% 15.34% 42.41% 15.34% 40.87% 42.56% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 11.11% 11.11% 11.11% 12.11% 11.11%	3.25% Corporate and Community Interest and Community Interest and Inte	5.00% Communities and Economic Development 11.11% 5.56% 61.11.13% 5.56% 16.67% 5.56% 16.67% 0.00% 7.7.78% 16.67% 0.00% 11.11% 66.67% 16.67% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 31.304% 30.43% 21.74% 30.43% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 31.75% 43.47% 43.48% 31.73% 43.57% 43.47% 43.48% 51.17% 17.39% 13.04% 43.48% 17.39% 43.48%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 6.90% 3.45% 17.24% 41.38% 6.99% 41.38% 6.99% 27.59% 41.38% 10.34% 10.34% 34.48% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 3.45% 17.24% 10.34% 17.24% 10.34% 1	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 14.81% 14.81% 14.81% 15.85% 0.00% 7.41% 18.52% 0.00% 7.41% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 19.57% 19.57% 19.57% 11.43% 90.62% 24.21% 13.53% 41.03% 5.03% 23.96% 42.60% 14.25% 15.33% 5.03% 23.96% 42.60% 10.03% 5.21% 10.03% 5.21% 10.03% 10.	3.25% Corporate and Community Directorate productions of the control of the contr	5.00% Communities and Economic Development 11.11% 5.56% 61.11% 5.56% 16.67% 5.56% 16.67% 6.00% 77.78% 6.667% 0.00% 5.56% 16.67% 0.00% 5.56% 11.11% 66.67% 10.00% 11.11% 11.11% 11.11% 11.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 43.5% 34.78% 21.74% 43.5% 34.78% 51.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 43.5% 31.17% 31.104% 43.48% 31.17% 31.104% 43.48% 31.17% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104% 43.48% 31.104%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 3.45% 17.24% 41.38% 3.45% 17.24% 41.38% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 17.24% 3.45% 3.45% 17.24% 3.45% 3.45% 17.24% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.55.17% 41.14% 3.45% 3.55.17% 41.14% 3.45% 6.90% 37.93% 27.59% 6.90% 37.93% 27.59%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 14.81% 14.81% 14.81% 15.25% 16.66.77% 18.52% 16.66.77% 18.52% 16.66.77% 17.41% 16.67% 17.41%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 19.73% 43.65% 19.57% 43.65% 43.65% 43.65% 43.65% 42.21% 53.33% 53.33% 53.33% 43.90% 42.60% 19.90% 42.60% 19.90% 42.60% 19.90% 42.60% 19.90% 42.60% 19.90% 42.60% 19.90% 10.03% 10.03% 10.03% 11.21% 13.88% 19.90% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.42% 10.43% 10.42%	3.25% Corporate and Community Directorate productions of the community of	5.00% Communities and Economic Development 11.11% 5.56% 6.16.67% 5.56% 16.67% 7.78% 16.67% 0.00% 5.56% 16.67% 0.00% 1.11% 6.66.67% 1.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.77% 30.45% 30.45% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 31.73% 43.48% 31.73% 43.48% 31.73% 43.48% 31.73% 43.55% 51.77% 17.39% 13.04% 30.43%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 31.03% 31.03% 34.45% 41.38% 34.48% 34.48% 34.55.17% 34.55.17% 35.17% 35.17% 35.17% 35.17% 35.17% 35.17% 35.17% 36.17,24% 36.17%	Finance 11.11% 55.56% 18.52% 18.52% 17.00% 11.11% 44.44% 44.44% 42.222% 11.11% 51.85% 0.00% 74.11% 18.52% 0.00% 74.11% 18.52% 0.00% 18.52% 18
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 43.65% 19.73% 10.73% 1	3.25% Corporate and Community Directorate 12.07% 12.07% 14.66% 13.10% 19.33% 14.66% 19.33% 19.33% 19.33% 19.33% 10.34% 10	5.00% Communities and Economic Development 11.11% 5.56% 5.16.67% 5.56% 16.67% 5.56% 16.67% 5.56% 16.67%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 43.48% 21.74% 43.5% 34.78% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 21.74% 43.5% 30.43% 43.5% 51.17% 51.30% 51.3	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 0.00% 17.24% 41.38% 6.90% 3.45% 17.24% 41.38% 6.90% 27.59% 41.38% 10.34% 17.24% 10.34%	Finance 11.11% 55.56% 18.52% 18.52% 17.00% 11.11% 44.44% 44.44% 42.222% 11.11% 51.85% 0.00% 74.11% 18.52% 0.00% 74.11% 18.52% 0.00% 18.52% 18
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if i showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will deal with any issues that I raise with	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Ostagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 42.60% 24.21% 11.43% 5.03% 23.96% 42.60% 42.60% 19.30% 10.03% 5.21% 13.88% 46.76% 19.90% 10.42% 13.88% 24.58% 39.46% 19.90% 10.42% 11.21% 12.15% 16.81% 17.15% 18.62% 39.46% 19.50% 10.60% 1	3.25% Corporate and Community Directorate provided in the community Directorate and London and Lond	5.00% Communities and Economic Development 11.11% 5.56% 61.11% 5.56% 16.67% 5.56% 16.67% 16.67% 16.67% 16.67% 16.67% 16.67% 10.00% 10.0	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 30.43%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 6.99% 31.03% 6.99% 31.03% 6.99% 17.24% 41.38% 34.48% 55.17% 42.414% 33.45% 17.24% 33.45% 10.34% 55.17% 24.14% 33.45% 6.99% 37.93% 27.59% 6.90% 37.93% 27.59% 6.90% 37.93% 27.59% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00% 31.03% 6.90% 0.00%	Finance 11.11% 55.56% 11.12% 3.70% 11.12% 14.81% 44.44% 42.22.2% 11.11% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head- on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 6.56% 19.57% 19.57% 11.43% 90.62% 11.43% 43.60% 42.60% 12.421% 15.33% 41.90% 42.60% 11.43% 46.76% 42.60% 18.30% 42.61% 18.30% 46.76% 47.99% 48.18.40% 19.90% 19.43% 18.81% 18.81% 19.90% 19.43% 19.44%	3.25% Corporate and Community interest and Co	5.00% Communities and Economic Development 11.11% 5.56% 61.11.11% 5.56% 16.67% 5.56% 16.67% 0.00% 5.56% 16.67% 0.00% 5.56% 11.11% 66.67% 11.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 31.304% 30.43% 21.77% 31.304% 30.43% 31.77% 43.48% 21.74% 30.43% 31.77% 31.304% 43.48% 37.77% 43.48%	0.00% Governance, Partnerships, Performance and Policy 13,79% 44.83% 24,14% 17,24% 41.18% 31.03% 6.90% 3.45% 41.38% 6.90% 27.59% 41.38% 17.24% 10.34% 17.24% 10.34% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34% 17.24% 10.34%	Finance 11.11% 55.56% 18.52% 3.70% 11.11% 44.41% 44.42% 44.42% 44.42% 44.42% 45.43% 46.67% 47.41% 47.41% 48.13% 48.43% 48.43% 49.63% 4
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if i showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will deal with any issues that I raise with	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.57% 19.57% 11.43% 90.62% 11.43% 41.90% 42.60% 11.53% 41.90% 42.60% 11.63% 42.81% 15.33% 41.90% 42.60% 11.63% 42.60% 11.63% 42.60% 12.39% 42.60% 13.35% 43.60% 13.35% 43.60% 13.35% 13.88% 46.76% 13.88% 7.09% 13.467% 14.12% 15.64% 19.93% 10.42% 10.60%	3.25% Corporate and Community University 12.07% 12.07% 14.66% 18.10% 19.33% 14.66% 18.10% 19.33% 19.	5.00% Communities and Economic Development 11.11% 5.56% 5.16.67% 5.56% 16.67% 5.56% 16.67% 5.56% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 13.04% 30.43% 21.74% 43.48% 21.74% 43.48% 21.74% 43.48% 43.70% 43.48%	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 41.38% 31.03% 6.90% 3.45% 17.24% 41.38% 6.99% 41.38% 6.99% 41.38% 6.90% 27.59% 41.38% 6.90% 31.03% 6.90% 27.59% 41.38% 6.90%	Finance 11.11% 55.56% 13.70% 11.11% 14.81%
My manager	I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if i showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will deal with any issues that I raise with	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree	2.27% Council overall 16.11% 43.36% 18.11% 19.73% 43.65% 19.57% 11.43% 90.62% 42.15% 11.43% 5.03% 23.96% 42.60% 11.03% 46.76% 12.35% 46.76% 13.88% 10.03%	3.25% Corporate and Community Directorate productions of the community Directorate and Lower and	5.00% Communities and Economic Development 11.11% 5.56% 6.11% 5.56% 11.67% 5.56% 16.67% 6.66% 7.78% 16.67% 6.66% 1.11% 11.11% 1.11% 1.11% 1.11% 1.11%	0.00% Planning Development and Regeneration 0.00% 43.48% 21.74% 13.04% 30.43% 21.74% 31.30% 43.89% 21.74% 34.78% 43.89% 21.74% 34.35% 34.78% 35.70% 36.70% 3	0.00% Governance, Partnerships, Performance and Policy 13.79% 44.83% 17.24% 17.24% 31.03% 31.03% 34.45% 17.24% 41.38% 31.03% 17.24% 41.38% 34.48% 17.24% 10.34%	Finance 11.11% 55.56% 18.52% 3.70% 11.12% 14.81% 44.44% 42.22% 11.11% 14.81% 14.81% 15.85% 25.93% 7.41% 14.81% 14.

Colour key
Most positive result

			Council overall	Corporate and Community Directorate	Communities and Economic Development	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
		Strongly agree Agree	5.91% 30.07%	3.54% 34.51%	0.00% 29.41%	0.00% 21.74%	7.14% 50.00%	0.00% 48.15%
	I have confidence in the leadership	Neither agree or disagree Disagree	34.80% 20.78%	36.28% 21.24%	47.06% 17.65%	34.78% 30.43%	35.71% 7.14%	37.04% 7.41%
	skills of the senior leadership team	Strongly disagree Strongly agree	8.45% 13.04%	4.42% 1.77%	5.88%	13.04% 0.00%	0.00% 7.14%	7.41%
		Agree	26.09%	15.04%	17.65%	9.09%	17.86%	29.63%
	I have confidence in the leadership	Neither agree or disagree Disagree	47.83% 4.35%	43.36% 28.32%	58.82% 23.53%	40.91% 31.82%	57.14% 14.29%	40.74% 22.22%
	skills of members	Strongly disagree Strongly agree	8.70% 17.39%	11.50% 6.19%	0.00%	18.18% 0.00%	3.57% 17.86%	7.41%
		Agree Neither agree or disagree	52.17% 8.70%	31.86% 31.86%	17.65%	26.09% 43.48%	35.71% 32.14%	51.85% 25.93%
	The senior leadershp team are visible	Disagree	8.70%	23.89%	47.06% 29.41%	21.74%	14.29%	14.81%
	and approachable	Strongly disagree Strongly agree	13.04% 13.64%	6.19% 5.36%	5.88%	8.70% 0.00%	0.00% 17.86%	7.41%
The leadership		Agree Neither agree or disagree	27.27% 27.27%	24.11% 29.46%	23.53% 29.41%	26.09% 43.48%	25.00% 39.29%	29.63% 29.63%
	Members are visible and	Disagree	18.18%	28.57% 12.50%	41.18% 5.88%	21.74% 8.70%	17.86% 0.00%	29.63% 11.11%
	approachable	Strongly disagree Strongly agree	13.04%	0.89%	0.00%	0.00%	3.70%	0.00%
		Agree Neither agree or disagree	30.43% 39.13%	15.18% 54.46%	5.88% 58.82%	8.70% 52.17%	18.52% 66.67%	25.93% 55.56%
	The senior leadership team have a plan that I believe in	Disagree Strongly disagree	4.35% 13.04%	23.21% 6.25%	35.29% 0.00%	26.09% 13.04%	7.41% 3.70%	7.41% 11.11%
	pun diaci beneve iii	Strongly agree	13.04%	0.88%	0.00%	0.00%	3.57%	0.00%
		Agree Neither agree or disagree	34.78% 30.43%	14.16% 58.41%	5.88% 76.47%	8.70% 60.87%	7.14% 71.43%	33.33% 48.15%
	The senior leadership team consistently exhibit the CREATE values	Disagree Strongly disagree	8.70% 13.04%	20.35% 6.19%	11.76% 5.88%	17.39% 13.04%	14.29% 3.57%	11.11% 7.41%
	, same the Chert values	Strongly agree	13.04%	0.88%	0.00%	0.00%	3.57%	0.00%
	Members consistently exhibit the	Agree Neither agree or disagree	26.09% 43.48%	11.50% 50.44%	11.76% 58.82%	4.35% 60.87%	10.71% 53.57%	22.22% 55.56%
	CREATE values when I directly interact with them	Disagree Strongly disagree	8.70% 8.70%	23.89% 13.27%	17.65% 11.76%	30.43% 4.35%	28.57% 3.57%	11.11% 11.11%
				Corporate and	Communities and	Planning	Governance, Partnerships.	
			Council	Community	Economic	Development and	Performance and	Flores
		Strongly agree	overall 3.43%	Directorate 0.89%	Development 0.00%	Regeneration 0.00%	Policy 3.57%	Finance 0.00%
		Agree	19.38% 39.11%	18.75% 43.75%	5.88% 82.35%	13.64% 36.36%	28.57% 46.43%	37.04% 37.04%
	I am happy with the direction the	Neither agree or disagree Disagree	26.42%	25.00%	11.76%	27.27%	17.86%	14.81%
	council is going in	Strongly disagree Strongly agree	11.66% 2.74%	11.61% 2.68%	0.00% 0.00%	22.73% 4.55%	3.57% 3.57%	11.11% 0.00%
	On most occasions the Council tries to	Agree Neither agree or disagree	17.12% 29.62%	23.21% 24.11%	35.29% 23.53%	18.18% 22.73%	25.00% 32.14%	37.04% 25.93%
	do what is best and isn't strictly	Disagree Strongly disagree	31.68% 18.84%	35.71% 14.29%	41.18% 0.00%	31.82%	35.71% 3.57%	25.93% 11.11%
	governed by budget concers	Strongly agree	3.95%	2.70%	0.00%	0.00%	10.71%	0.00%
	The majority of service areas and	Agree Neither agree or disagree	41.34% 32.42%	45.05% 29.73%	62.50% 25.00%	40.91% 18.18%	46.43% 32.14%	51.85% 33.33%
	teams across the council work well together	Disagree Strongly disagree	16.30% 6.00%	16.22% 6.31%	12.50% 0.00%	27.27% 13.64%	10.71% 0.00%	7.41% 7.41%
The council	together	Strongly agree	10.10%	7.14%	11.76%	4.55%	10.71%	7.41%
		Agree Neither agree or disagree	37.67% 34.93%	37.50% 38.39%	35.29% 47.06%	27.27% 31.82%	57.14% 28.57%	51.85% 22.22%
	I feel proud to work for the council	Disagree Strongly disagree	12.50% 4.79%	13.39% 3.57%	5.88% 0.00%	31.82% 4.55%	3.57% 0.00%	11.11% 7.41%
		Strongly agree Agree	4.28% 19.52%	2.70% 18.02%	0.00% 11.76%	0.00% 13.04%	7.14% 21.43%	3.70% 37.04%
		Neither agree or disagree	32.36%	38.74%	52.94%	34.78%	53.57%	37.04%
	The council considers the views of me and my colleagues	Disagree Strongly disagree	29.11% 14.73%	27.93% 12.61%	35.29% 0.00%	30.43% 21.74%	10.71% 7.14%	14.81% 7.41%
		Strongly agree Agree	11.45% 45.98%	8.93%	17.65%	0.00%	21.43%	0.00%
	L	Neither agree or disagree		45.54%	29.41%	43.48%	39.29%	
		Disagree	32.48% 7.69%	33.93%	52.94%	52.17%	35.71%	62.96% 14.81%
	The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree	32.48% 7.69% 2.39%				35.71% 3.57% 0.00%	62.96%
			7.69% 2.39% Council overall	33.93% 10.71% 0.89% Corporate and Community Directorate	52.94% 0.00% 0.00% Communities and Economic Development	52.17% 4.35% 0.00% Planning Development and Regeneration	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy	62.96% 14.81%
		Strongly disagree Strongly agree	7.69% 2.39% Council	33.93% 10.71% 0.89% Corporate and Community	52.94% 0.00% 0.00% Communities and Economic	52.17% 4.35% 0.00% Planning Development and	35.71% 3.57% 0.00% Governance, Partnerships, Performance and	62.96% 14.81% 14.81% 7.41%
	CREATE values on a regular basis	Strongly disagree Strongly agree Agree Neither agree or disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53%	52.94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14%	62.96% 14.81% 14.81% 7.41% Finance 7.41% 62.96% 22.22%
	CREATE values on a regular basis	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 9.91% 2.70%	52.94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 6.25% 0.00%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.39% 8.70%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14% 7.14% 0.00%	62.96% 14.81% 14.81% 7.41% Finance 7.41% 62.96%
	CREATE values on a regular basis The council provides a great service to our residents	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14%	52.94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 0.00% 37.50%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.39% 8.70% 4.55% 13.64%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14% 0.00% 7.14% 46.43%	62.96% 14.81% 14.81% 7,41% Finance 7.41% 62.96% 22.22% 0.00% 7.41% 3.70% 62.96%
	CREATE values on a regular basis The council provides a great service to our residents The council is a proactive	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60%	52.94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 6.25% 0.00%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 8.70% 4.55% 13.64% 31.82%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14% 7.14% 0.00% 7.144%	62.96% 14.81% 14.81% 7.41% Finance 7.41% 62.96% 22.22% 0.00% 7.41% 3.70%
	CREATE values on a regular basis The council provides a great service to our residents The council is a proactive	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 33.53% 9.91% 2.70% 35.14% 35.14% 16.22% 9.91%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 6.25% 0.00% 0.00% 17.50% 12.50% 43.75%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 31.739% 4.55% 4.55% 4.55% 22.275%	35.71% 3.57% Governance, Partnerships, Performance and Policy 50.00% 32.14% 0.00% 7.14% 46.43% 35.71% 3.57%	62.96% 14.81% 7.41% Finance 7.41% 62.96% 22.22% 0.00% 7.41% 13.70% 62.96% 14.81% 11.11%
	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% 35.06%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 35.14% 35.14% 35.14% 35.14% 3.60% 37.84%	52,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 6.25% 0.00% 37.50% 6.25% 12.50% 6.25% 12.50%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.35% 13.64% 31.82% 22.73% 22.73% 1.00% 18.18%	35.71% 3.57% 3.57% 3.57% Governance, Partnerships, Performance and 10.71% 5.00.00% 32.14% 7.14% 46.43% 35.71% 3.57% 5.00%	62,96% 14,81% 14,81% 7,41% Finance 7,41% 62,96% 0,00% 7,41% 62,96% 14,81% 11,11% 7,41% 7,41% 62,96% 62,96% 62,96%
	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff	Strongly disagree Strongly agree Agree Agree Disagree Disagree Strongly agree Strongly agree Strongly agree Disagree Strongly agree Agree Disagree Strongly agree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.5.59% 34.79% 33.04% 18.01% 5.5.85%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 2.70% 3.60% 35.14% 49.55% 10.22% 9.91% 35.14% 35.14% 35.14% 36.0%	52,94% 0.00% Communities and Economic Development 6.25% 50.00% 0.25% 6.25% 0.00% 0.00% 137.50% 12.50% 6.25% 12.50%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.39% 8.70% 4.55% 13.64% 31.82% 22.73% 22.73% 27.27% 0.00%	35.71% 3.57% 3.57% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14% 7.14% 7.14% 46.43% 35.71% 3.57% 3.57%	62,96% 14.81% 14.813% 7.41% 62,96% 22,22% 0,00% 7.41% 3.70% 62,96% 14.81% 11.11% 14.81%
	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Disagree Strongly disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.55% 34.79% 34.79% 35.06% 8.73% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88% 55.88%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 16.22% 9.91% 2.70% 2.70% 2.70% 3.60% 2.70% 2	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 37.50% 6.25% 0.00% 12.50% 43.75% 12.50% 6.25% 12.50% 5.25% 12.50% 6.25% 12.50% 6.25%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 4.55% 4.55% 4.55% 13.64% 31.82% 22.73% 0.00% 18.18% 22.73% 4.001%	35.71% 3.57% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 7.14% 7.14% 7.14% 46.43% 35.71% 7.14% 3.57% 3.57% 1.357% 1.357% 1.357% 1.357%	62.96% 14.81% 14.81% 7.41% Finance 7.41% 62.96% 22.22% 0.00% 14.81% 14.81% 3.70% 62.96% 14.81% 11.11% 3.70% 62.96% 14.81% 11.11%
	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 34.79% 34.79% 34.06% 18.01% 8.57% 27.23% 22.86% 8.73% 3.68%	33.93% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 3.60% 3.514% 35.14% 35.14% 3.60%	\$2,94% 0.00% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 0.00% 1.25% 1.2.50% 1.2.50% 1.2.50% 1.2.50% 0.00% 0.00% 0.00% 0.00%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 31.33% 17.33% 4.55% 4.55% 4.55% 22.273% 0.00% 18.18% 22.273% 0.00% 18.18% 0.00% 9.52%	35.71% 3.57% 3.57% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 7.14% 7.14% 3.57% 3.57% 3.57% 3.57% 3.17% 7.14% 7.14% 7.14% 3.17.86% 7.14% 7.14% 3.17.86% 7.14% 3.17.86% 7.14%	62.96% 14.81% 7.41% Finance 7.41% 62.96% 22.22% 0.00% 7.41% 3.70% 62.96% 14.81% 11.11% 7.41% 14.81%
	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for	Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly agree Strongly disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Neither agree or disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 12.22% 3.14% 12.23% 3.47% 33.04% 18.01% 27.23% 27.23% 27.23% 27.23% 27.23% 19.6% 34.68% 34.68% 34.68%	33.93% 0.89% Corporate and Community Directorate 0.51% 49.55% 49.55% 31.55% 9.91% 3.60% 3.60% 3.514% 3.514% 3.514% 3.60% 3.60% 3.60% 3.60% 3.60% 3.60% 3.10% 3.60% 3.10%	52,94% 0.00% 0.00% Communities and Economic Development 6.25% 5.0.00% 37.50% 6.25% 12.50% 43.75% 6.25% 12.50% 12.50% 0.00% 5.0.00% 6.25% 5.0.00% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 30.43% 4.55% 4.55% 13.164% 31.82% 2.273% 2.2273% 4.22.27% 0.00%	35.71% 3.57% 3.57% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.214% 7.14% 46.43% 35.71% 3.57% 3.57% 1.357% 7.14% 4.14% 4.14% 4.28% 7.14% 7.14%	62.96% 14.81% 14.81% 7.41% Finance 7.41% 62.96% 22.22% 0.00% 7.41% 3.70% 62.96% 14.81% 11.11% 7.41% 14.81% 14.81% 14.81% 7.41% 3.70% 14.81% 14.81% 14.81% 3.33%
	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Agree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly agree Agree Agree Migree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 33.49% 33.04% 18.01% 8.57% 5.58% 27.23% 22.86% 27.23% 3.68% 19.96% 34.68%	33.93% 10.71% 0.85% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 3.60% 35.14% 16.22% 16.23% 17.38% 18.13% 18.13% 18.13% 18.13% 18.13% 18.13% 18.13% 18.13%	\$2,94% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 6.25% 0.00% 37.50% 12.50% 12.50% 31.25% 31.25% 52.50% 0.00% 6.25% 52.50% 6.25% 75.00%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 31.33% 17.33% 4.55% 4.55% 4.55% 22.273% 0.00% 18.18% 22.273% 0.00% 18.18% 0.00% 9.52%	35.71% 3.57% 3.57% Governance, Partnerships, Performance and Policy 10.71% 50.00% 7.14% 46.43% 35.71% 7.14% 46.43% 35.71% 7.14% 47.14% 48.85% 48.85% 49.86% 40.86%	62.96% 14.81% 7.41% 7.41% 62.96% 22.22% 0.00% 7.41% 14.81% 11.11% 62.96% 14.81% 11.11% 11.11% 14.11%
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	7.69% 2.39% Council 9.08% 42.41% 33.16% 33.16% 34.79% 34.79% 35.06% 35.06% 27.23% 28.86% 36.83% 36.83% 37.23% 36.83% 37.2	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 16.22% 35.14% 35.14% 36.00% 16.22% 24.32% 24.32% 24.32% 6.31%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 43.75.0% 12.50% 43.75.9% 12.50% 0.00% 12.50% 12.50% 13.12.5% 12.50% 13.12.5% 1	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 4.55% 4.55% 4.55% 4.55% 13.64% 31.82% 22.73% 0.00% 4.81.88% 22.73% 0.00% 57.14% 19.05% 57.14% 19.05% 57.14% 19.05% 57.14% 19.05%	35.71% 3.57% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 7.14% 7.14% 46.43% 35.71% 7.14% 21.43% 17.86% 7.14% 42.86% 17.86% 0.00% 3.3.75%	62.96% 14.81% 7.41% Finance 7.41% 62.96% 22.22% 0.00% 7.41% 11.11% 14.81% 7.41% 3.70% 62.96% 11.111% 14.81% 7.41% 14.81% 7.41% 14.81% 14.81% 14.81%
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree	7.69% 2.39% Council 9.08% 42.41% 33.16% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% 5.58% 5.58% 5.27.23% 22.86% 27.23% 34.68%	33.93% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 3.60% 3.514% 3.514% 3.514% 3.60%	52,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 6.25% 12.50% 43.75% 43.75% 43.75% 6.25% 12.50% 6.25% 12.50% 6.25% 12.50% 6.25% 13.125% 13.	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 31.43% 4.55% 4.55% 4.55% 4.55% 6.22.73% 0.00% 18.18% 0.00% 57.14% 19.95%	35.71% 3.57% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 7.14% 7.14% 3.57% 3.57% 3.57% 3.57% 3.57% 3.57% 3.17% 7.14% 46.43% 7.14% 46.43% 17.86% 7.14% 42.86% 17.86% 0.00% 3.57% 50.00% 17.86% 50.00% 57.14% 42.86% 17.86% 57.14% 42.86% 17.86% 57.14% 57.14% 57.14% 57.14% 57.14% 57.14% 57.14%	62.96% 14.81% 7.41% 7.41% Finance 7.41% 62.96% 7.41% 3.70% 62.96% 14.81% 14.81% 7.41% 3.70% 14.81% 7.41% 3.70% 14.81% 14.81% 7.41% 14.81% 7.41% 14.81
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Strongly agree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 18.01% 8.57% 22.86% 35.06% 27.23% 2.2.86% 19.96% 31.70% 31.70% 31.70% 35.44% 38.07% 36.67%	33.93% 0.89% Corporate and Community Directorate Directorate 31.53% 3.153% 3.153% 3.153% 3.153% 3.153% 3.160% 3.14% 3.1.	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 5.00% 37.50% 0.00% 43.75% 6.25% 12.50% 6.25% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25% 5.00% 6.25% 5.00%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 4.55% 4.55% 13.164% 31.82% 22.73% 27.27% 0.00% 18.18% 6.20.33% 18.18% 19.95% 19	35,71% 3,57% 0,00% Governance, Partnerships, Performance and policy 10,71% 50,00% 32,14% 0,00% 7,14% 46,43% 35,71% 50,00% 21,43% 17,86% 7,14% 32,14% 42,86% 17,86%	62 96% 14.81% 7.41% 7.41% 62.96% 22.22% 0.00% 7.41% 14.81% 11.11% 7.41% 33.33% 37.04% 62.96% 14.81% 11.11% 7.41% 33.33% 37.41% 14.81% 1
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can	Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 18.01% 8.57% 5.59% 34.79% 33.00% 33.00% 33.00% 33.00% 33.00% 33.00% 34.68% 34.68% 34.68% 5.44% 36.67% 36.67% 36.64%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 3.60% 35.14% 35.14% 35.14% 36.00% 26.13% 24.32% 24.32% 24.32% 6.36% 3.63% 3.64% 4.55% 3.63%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 6.25% 1.250%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 4.55% 4.55% 4.55% 4.55% 5.13.64% 31.82% 22.73% 0.00% 18.18% 22.73% 0.00% 57.14% 19.05% 14.29% 0.00% 28.57% 38.10% 28.57% 38.10% 28.57% 38.10% 29.99%	35.71% 3.57% 3.57% Performance and Policy 10.71% 50.00% 32.14% 7.14% 46.43% 35.71% 7.14% 46.33% 46.33% 35.71% 7.14% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86%	62.96% 14.81% 14.81% 7.41% 62.96% 62.96% 62.96% 7.41% 11.11% 62.96% 7.41% 11.11% 7.41% 3.70% 62.96% 14.81% 7.41% 3.33% 11.11% 5.556% 29.63% 20.00% 3.70% 3.70% 7.41%
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances. Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents. The council is an organisation that can be trusted by our residents	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 33.14% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 19.96% 18.01% 19.96% 19.	33.93% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 3.514% 16.22% 16.23% 24.32% 24.32% 24.32% 26.13% 8.11% 6.36% 6.	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 6.25% 0.00% 12.50% 12.50% 12.50% 12.50% 6.25% 12.50% 6.25% 50.00% 50.00% 13.125% 50.00% 13.125% 50.00% 13.125% 50.00% 50.0	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.435% 4.55% 4.55% 4.55% 4.55% 57.14% 0.00% 18.18% 0.00% 19.52% 57.14% 19.05%	35.71% 3.57% 3.57% 60vernance, Partnerships, Performance and Policy 10.71% 7.14% 7.14% 7.14% 35.71% 7.14% 46.43% 7.14% 7.14% 7.14% 17.86% 0.00% 7.14% 42.86% 17.86% 0.00% 3.57% 17.86% 0.00% 3.57% 17.86% 0.00% 3.57% 17.86% 0.00% 3.57% 17.86% 0.00% 3.57% 46.43%	62.96% 14.81% 14.81% 7.41% Finance 7.41% 62.96% 62.96% 7.41% 11.11% 7.41% 3.70% 62.96% 14.81% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 7.41% 14.81% 1
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly agree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 33.14% 15.55% 34.79% 35.06% 27.23% 22.86% 35.06% 37.33% 3.68% 31.07% 36.67% 31.70% 31.70% 36.67% 31.70% 31.7	33.93% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 3.60% 3.514% 3.514% 3.514% 3.60% 3.60% 3.60% 3.60% 3.60% 3.60% 3.514% 3.60%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 50.00% 37.50% 6.25% 6.25% 12.50% 12.50% 12.50% 6.25% 12.50% 6.25% 12.50% 6.25% 13.125% 6.25% 13.125% 6.25% 14.125% 15.125%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 30.43% 31.83% 4.55% 4.55% 4.55% 4.55% 4.55% 5.714% 4.55% 5.714% 38.10% 28.57% 38.10% 28.57% 38.10% 29.52% 4.59	35.71% 3.57% 3.57% 3.57% Partnerships, Performance and Policy 10.71% 50.00% 7.14% 7.14% 3.57% 3.57% 3.57% 3.57% 3.57% 3.57% 3.57% 3.57% 17.86% 0.00% 7.14% 42.86% 0.00% 17.86% 0.00% 3.57% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14% 42.86% 17.86% 0.00% 3.57% 57.14%	62.96% 14.81% 74.11% 74.11% Finance 7.413% 62.96% 62.96% 7.414% 7.415% 3.70% 62.96% 14.81% 7.415% 3.70% 62.96% 14.81% 7.415% 3.70% 62.96% 62.96% 63.70% 63.7
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances. Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents. The council is an organisation that can be trusted by our residents	Strongly disagree Agree Nether agree or disagree Disagree Strongly dagree Agree Nether agree or disagree Disagree Strongly dagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 12.22% 3.14% 15.59% 34.79% 35.06% 27.23% 28.6% 31.70% 36.67% 36.63% 36.63% 46.02% 40.23% 40.23% 41.80% 40.23% 41.95% 41.95% 42.44% 40.23% 41.80% 42.234% 41.80% 41.80% 42.234% 41.80% 42.234% 41.80% 42.234% 41.80% 42.234% 41.80%	33.93% 10.71% 0.89% Corporate and Community Directorate Directorate 31.53% 9.91% 3.65% 3.65% 3.53% 9.91% 3.65% 3.65% 3.65% 3.784% 6.22% 9.91% 18.18% 8.11% 18.28% 18.18%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 5.00% 37.50% 0.00% 43.75% 0.00% 43.75% 6.25% 31.25% 31.25% 31.25% 5.00% 6.25% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 19.00% 19	\$2.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.35% 4.55% 4.55% 13.64% 31.82% 6.00% 9.09% 31.82% 0.00% 9.95% 31.81%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14% 0.00% 7.14% 46.43% 35.71% 17.86% 7.14% 32.14% 17.86% 18.50%	62 96% 14.81% 7.41% 7.41% 62.96% 62.92% 62.22% 63.70% 62.96% 14.81% 7.41% 7.41% 7.41% 11.11% 7.41% 33.33% 37.00% 62.96% 14.81% 11.11% 65.56% 62.96% 7.41% 63.33% 60.00% 7.41% 60.00% 6
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the	Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 12.25% 3.149% 35.06% 35.06% 37.34% 36.67% 31.70% 36.67% 36.67% 36.67% 31.20% 36.67% 31.20% 36.67% 31.20% 36.67% 37.30% 36.67% 37.30% 36.67% 37.30% 36.67% 37.30% 38.70% 38.	33.93% 10.71% 0.89% Corporate and Community Directorate Directorate 3.63% 3.63% 3.65% 3.13% 3.65% 3.514% 3.51.44% 3.51.44% 3.51.45% 3.65%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% \$50.00% 37.50% 6.25% 0.00% 43.75% 6.25% 12.50% 6.25% 13.125% 6.25% 13.125% 12.50% 0.00% 0.00% 6.25% 5.00% 0.00% 6.25% 5.00% 0.00% 6.25% 5.00% 18.75% 0.00% 18.75% 18.75% 18.75% 18.75% 18.75% 19.50% 19	\$2.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 4.55% 4.55% 13.164% 22.73% 27.27% 0.00% 18.18% 22.73% 18.18% 22.73% 18.18% 31.82% 4.55% 57.14% 19.00% 38.10% 38.10% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82% 4.0.91% 31.82%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and policy 10.71% 50.00% 32.14% 7.14% 46.43% 35.71% 17.86% 7.14% 32.14% 17.86%	62.96% 14.81% 14.81% 7.41% 62.96% 62.96% 62.22% 60.00% 7.41% 11.11% 14.11% 15.55.56% 16.20% 1
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here	Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 3.60% 3.514% 35.14% 35.14% 35.14% 36.26% 3.60% 3.6	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 5.000% 6.25% 6.25% 12.50% 12.50% 12.50% 6.25% 12.50% 6.25% 12.50% 6.25% 5.000% 6.25%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 31.33% 17.33% 4.55% 4.55% 4.55% 4.55% 6.00% 6.18.18% 6.00% 6.22.73% 6.00% 6.23.31% 6.00% 6.23.31% 6.00% 6.23.31% 6.00% 6.23.31% 6.00% 6.00% 6.23.31% 6.00% 6.00% 6.23.31% 6.00% 6.00% 6.23.31% 6.00% 6.00% 6.23.31% 6.00%	35.71% 3.57% 3.57% Performance and Policy 10.71% 50.00% 7.14% 7.14% 7.14% 3.57% 3.57% 7.14% 46.43% 7.14% 46.43% 17.86% 0.00% 7.14% 42.86% 17.86% 0.00% 3.57% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 18.86% 18.86% 19.86% 19.86% 19.86% 19.86% 10.00% 10.71%	62.96% 14.81% 14.817 7.418 62.96% 62.96% 62.22% 60.00% 7.418 11.119 11.1
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the	Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree	7.69% 2.39% Council overail 9.08% 42.41% 33.16% 12.22% 34.79% 34.79% 34.79% 35.69% 27.23% 27.23% 36.68% 28.73% 36.67% 31.70% 31.70% 31.85% 31.85% 31.85% 31.78% 31.85% 31.78% 31.85% 31.78% 31.85% 31.78%	33.93% 10.71% 0.89% Corporate and Community Directorate 6.31% 31.53% 31.53% 3.53% 3.53% 3.53% 3.53% 3.60% 3.	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% \$50.00% 37.50% 6.25% 6.25% 12.50% 37.50% 6.25% 12.50% 6.25% 13.25% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125% 6.25% 13.125%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.35% 4.55% 4.55% 13.64% 31.82% 22.73% 22.73% 18.18% 6.00% 9.52% 57.14% 19.05% 38.10% 38.10% 38.10% 38.10%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and 10.71% 50.00% 32.14% 7.14% 3.21% 3.57% 3.57% 50.00% 21.43% 17.18% 0.017.85% 0.017.86% 17.18% 0.00% 17.18% 17.86% 0.00% 17.86% 0.00% 17.86% 17.86% 0.00% 17.86% 18.57% 18.57% 18.57% 18.55% 18.55% 18.55% 18.55% 18.55%	62.96% 14.81% 7.41% 7.41% 62.96% 62.96% 62.22% 62.96% 7.41% 11.11% 7.41% 11.11% 55.56% 62.96% 14.81% 11.11% 55.56% 62.96% 14.81% 11.11% 55.56% 62.96% 14.81% 11.11%
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents	Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 12.23% 3.14% 8.57% 35.06% 22.286% 31.07% 33.06% 31.70% 31.08% 3.16% 31.68% 31.70% 31.68% 31.70% 31.68% 31.70% 31.68% 51.70% 51.70	33.93% 10.71% 0.89% Corporate and Community Directorate Directorate 31.53% 9.91% 3.65% 3.65% 3.54% 35.14% 35.14% 35.14% 35.14% 35.14% 35.14% 36.05% 37.84% 37.84% 37.84% 38.11% 18.18% 18.18% 18.18% 18.18% 18.26.36% 44.55% 44.55% 18.18% 18.26% 36.36%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 5.00% 37.50% 0.00% 43.75% 0.00% 43.75% 43.75% 6.25% 5.00% 12.50% 6.25% 5.00% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 19.00% 6.25% 18.75%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 30.43% 39.13% 17.33% 4.55% 4.55% 13.64% 22.73% 27.27% 0.00% 18.18% 22.73% 22.73% 27.27% 18.18% 22.73% 22.73% 22.73% 22.73% 23.81% 31.82% 4.55% 4.55% 38.10%	35.71% 3.57% 0.00% Governance, Partnerships, Performance and Policy 10.71% 50.00% 32.14% 7.14% 46.43% 35.71% 50.00% 21.43% 17.86% 7.14% 32.14% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.86% 17.87% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00% 3.57% 50.00%	62 96% 14.81% 7.41% 7.41% 62 96% 62 95% 62 95% 62 95% 63 95% 64.81% 7.41% 7.41% 63 95% 64 95% 65 95% 65 95% 66 95% 67 95% 67 95% 67 95% 67 95% 68 95% 68 95% 68 95% 68 95% 68 95% 68 95% 68 95% 69 95% 69 95% 69 95% 69 95% 60 95%
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents	Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 12.22% 3.14% 12.25% 34.79% 35.06% 35.06% 37.23% 36.67% 31.07% 36.67% 31.06% 32.24% 40.02% 31.26% 31.26% 32.34% 31.25% 30.42% 55.07% 55.07% 55.07% 55.07% 55.57% 55.57%	33.93% 10.71% 0.89% Corporate and Community Directorate Directorate 31.53% 31.53% 31.53% 3.50% 3.60% 32.270% 3.60% 35.14% 35.14% 35.14% 35.14% 35.14% 35.14% 35.14% 36.07% 37.84% 31.82% 31.82% 31.82% 31.82% 31.82% 31.82% 31.82% 31.82% 31.82% 31.83%	\$2,94% 0.00% 0.00% Communities and Economic Development 6.25% 5.00% 37.50% 6.25% 0.00% 37.50% 6.25% 6.25% 6.25% 6.25% 12.50% 6.25% 13.125% 6.25% 6.25% 6.25% 13.125% 1	\$2.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.33% 4.55% 4.55% 13.164% 31.82% 0.00% 18.18% 22.73% 22.273% 22.273% 18.18% 0.00% 18.18% 0.00% 18.18% 0.00% 18.18% 18.18% 0.00% 18.18% 18.18% 18.18% 19.52%	35,71% 3,57% 0,00% Governance, Partnerships, Performance and Policy 10,71% 50,00% 32,14% 0,00% 7,14% 35,71% 35,71% 50,00% 12,43% 17,88% 7,14% 32,14% 32,14% 32,14% 32,14% 32,14% 32,14% 32,14% 42,86% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 17,88% 18,98%	62 96% 7.41% 14.81% 7.41% 62.96% 62.96% 62.92% 62.22% 60.00% 7.41% 11.11% 13.33% 14.81% 7.41% 13.1111111111111111111111111111111111
Service Excellence	The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents	Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Disagree Strongly disagree Neither agree or disagree Neither agree or disagree Neither agree or disagree Neither agree or disagree	7.69% 2.39% Council overall 9.08% 42.41% 33.16% 33.16% 33.16% 34.79% 34.79% 35.55% 34.79% 35.56% 27.23% 3.68% 27.23% 3.68% 37.23% 3.68% 31.70% 39.99% 36.67% 31.70%	33.93% 10.71% 0.89% Corporate and Community Directorate Directorate 10.31% 19.53% 19.53% 19.53% 19.53% 10.52% 10.5	\$2,94% 0.00% 0.00% 0.00% Communities and Economic Development 6.25% 5.00% 37.50% 6.25% 6.25% 12.50% 6.25% 12.50% 6.25% 13.125% 6.25%	52.17% 4.35% 0.00% Planning Development and Regeneration 4.35% 30.43% 39.13% 17.435% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55% 4.55%	35.71% 3.57% 3.57% 6.00% Governance, Partnerships, Performance and Policy 10.71% 5.00.00% 32.14% 7.14% 32.14% 3.57% 3.57% 3.57% 3.57% 6.00% 7.148% 17.88% 0.00% 17.88%	62.96% 14.81% 14.81% 7.41% 7.41% 62.96% 62.96% 7.41% 62.96% 7.41%

		Council overall	Corporate and Community Directorate	Economic	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
	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%
How do you feel at work (Calm -	9	13.46%	16.22%	0.00%	22,73%	10.71%	14.81%
Stressed)	Stressed - 10	6.64%	4.50%	0.00%	4,55%	7.14%	7.41%
		Council	Corporate and Community Directorate	Economic	Planning Development and Regeneration	Governance, Partnerships, Performance and Policy	Finance
					-		
	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%
How do you feel at work (Enthuastic -	9	3.51%	2.73%	0.00%	0.00%	7.14%	
Bored)	Bored - 10	2.28%			0.00%	3.57% Governance,	7.69%
			Corporate and		Planning	Partnerships,	
			Community		Development and	Performance and	
		Council	Directorate		Regeneration	Policy	Finance
	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%
How do you feel at work (Satisfied -	9	5.80%	6.31%	0.00%	13.64%	7.14%	0.00%
Unsatisfied)	Unsatisfied - 10	5,45%	5.41%	0.00%	9.09%	3.57%	7.41%

Adult, Children and Health Services

		,		Adult, Children	th Services		Schools and	Commissioning	
			Council	and Health	Health, Early Help	Health and Adult	Educational	Adults, Children	Human
		Strongly agree	Overall 10.11%	Directorate 10.75%	and Safeguarding 9.09%	Social Care 10.47%	Services 3.45%	and Health 8.70%	Resources 14.29%
	I am happy with the balance between my	Agree	43.18%	40.50%	31.82%	40.70%	34.48%	39.13%	57.14%
	work and home life	Neither agree or disagree Disagree	17.82% 24.24%	19.35% 24.01%	24.24% 27.27%	16.28% 25.58%	27.59% 34.48%	26.09% 17.39%	9.52% 19.05%
		Strongly disagree	4.65%	5.38%	7.58%	6.98%	0.00%	8.70%	0.00%
		Strongly agree Agree	11.98% 50.64%	15.30% 50.18%	9.09% 54.55%	16.09% 42.53%	13.79% 58.62%	13.04% 52.17%	19.05% 47.62%
	My work gives me a sense of personal achievement	Neither agree or disagree	17.73%	17.44%	13.64%	20.69%	24.14%	21.74%	19.05%
		Disagree Strongly disagree	14.86% 4.79%	13.17% 3.91%	15.15% 7.58%	16.09% 4.60%	3.45%	8.70% 4.35%	14.29%
		Strongly agree	6.60%	8.57%	3.03%	11.49%	6.90%	13.04%	14.29%
	I am under the correct amount of pressure	Agree Neither agree or disagree	37.04% 21.10%	36.43% 20.00%	31.82% 21.21%	27.59% 25.29%	31.03% 27.59%	43.48% 21.74%	38.10% 14.29%
	to preform well in my role	Disagree	25.76%	26.43%	28.79%	25.29%		13.04%	28.57%
All about you		Strongly disagree Strongly agree	9.50% 13.50%	8.57% 16.01%	15.15% 7.58%	10.34%	0.00%	8.70% 26.09%	4.76% 19.05%
	The experience I gain from this job is	Agree	42.12%	45.55%	50.00%	45.98%	37.93%	39.13%	47.62%
	valuable for my future	Neither agree or disagree Disagree	29.90% 11.25%	28.47% 7.12%	31.82% 9.09%		44.83% 6.90%	21.74%	23.81% 9.52%
		Strongly disagree	3.23%	2.85%	1.52%	4.60%	0.00%	4.35%	0.00%
		Strongly agree Agree	16.88% 35.69%	20.86% 33.57%	12.12% 28.79%	30.23% 24.42%	17.24% 51.72%	17.39% 39.13%	19.05% 52.38%
	I would be happy to still be working at the council in 12 months' time	Neither agree or disagree	28.14%	26.43%	39.39%	20.93%	24.14%	21.74%	23.81%
		Disagree Strongly disagree	12.38%	12.50% 7.14%	12.12% 7.58%	13.95%	6.90% 0.00%	13.04% 8.70%	4.76% 0.00%
		Strongly agree	4.97%	6.41%	4.55%		3.45%	8.70%	14.29%
	I am happy with the pay and benefits that I	Agree Neither agree or disagree	28.37% 24.90%	30.25% 25.00%	22.73% 33.33%	27.59% 17.24%	34.48% 41.38%	34.78% 13.04%	47.62% 14.29%
	receive for my job	Disagree	27.40%	26.33%	24.24%	28.74%	17.24%	39.13%	23.81%
		Strongly disagree	14.36%	12.46% Adult, Children	15.15%	18.39%	3.45% Schools and	4.35% Commissioning	0.00%
			Council	and Health	Health, Early Help	Health and Adult	Educational	Adults, Children	Human
	I	Strongly agree	Overall 11.71%	Directorate 14.86%	and Safeguarding 7.58%	Social Care 16.47%	Services 17.24%	and Health 17.39%	Resources 20.00%
		Agree	39.19%	39.86%	37.88%	34.12%	41.38%	39.13%	50.00%
	My job is good for my own personal	Neither agree or disagree Disagree	29.76% 16.42%	30.07% 12.68%	36.36% 16.67%	35.29% 9.41%	27.59% 13.79%	26.09% 13.04%	20.00% 10.00%
	My job is good for my own personal growth	Strongly disagree	29.02%	2.54%	1.52%	4.71%		4.35%	0.00%
		Strongly agree Agree	6.33% 37.82%	7.94% 36.10%	1.52% 25.76%		6.90% 51.72%	13.04% 39.13%	20.00% 35.00%
		Neither agree or disagree	21.43%	24.19%	33.33%	22.09%	20.69%	21.74%	25.00%
Learning and	I believe that the Council makes effective use of my personal skills and strenghts	Disagree Strongly disagree	26.46% 7.95%	24.91% 6.86%	28.79% 10.61%	24.42% 6.98%		17.39% 8.70%	15.00% 5.00%
development	use of my personal skills and strengms	Strongly agree	9.27%	11.19%	7.69%	19.54%	3.45%	8.70%	10.00%
		Agree Neither agree or disagree	44.23% 26.34%	49.10% 24.19%	44.62% 30.77%	52.87% 14.94%	48.28% 27.59%	34.78% 26.09%	45.00% 30.00%
	The training that I receive is of benefit to	Disagree	13.50%	11.91%	12.31%	10.34%	17.24%	21.74%	15.00%
	me in my job	Strongly disagree Strongly agree	6.67% 28.73%	3.61% 29.50%	4.62% 27.27%	2.30%	3.45% 20.69%	8.70% 17.39%	0.00%
		Agree	50.16%	50.36%	43.94%	45.98%	58.62%	60.87%	50.00%
	I believe that I make a valuable	Neither agree or disagree Disagree	14.94% 3.90%	14.03% 3.60%	19.70% 4.55%	12.64% 3.45%	20.69%	17.39% 4.35%	10.00%
	contribution to the success of the Council	Strongly disagree	2.27%	2.52%	4.55%	3.45%	0.00%	0.00%	0.00%
			Council	Adult, Children and Health	Health, Early Help	Health and Adult	Schools and Educational	Commissioning Adults, Children	Human
			Overall	Directorate	and Safeguarding	Social Care	Services		
						30tial Care		and Health	Resources
		Strongly agree	16.11%	19.71%	17.19%	24.14%	24.14%	17.39%	14.29%
	I receive regular feedback from my line	Agree Neither agree or disagree	16.11% 43.36% 18.11%	19.71% 44.89% 17.15%	17.19% 42.19% 17.19%	24.14% 41.38% 18.39%	24.14% 34.48% 24.14%		14.29% 66.67% 9.52%
	manager regarding my performance	Agree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86%	19.71% 44.89% 17.15% 13.87%	17.19% 42.19% 17.19% 17.19%	24.14% 41.38% 18.39% 12.64%	24.14% 34.48% 24.14% 13.79%	17.39% 39.13%	14.29% 66.67% 9.52% 9.52%
		Agree Neither agree or disagree Disagree Strongly disagree Strongly agree	16.11% 43.36% 18.11% 15.86% 6.56%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34%	17.19% 42.19% 17.19%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05%
	manager regarding my performance	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22%	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 20.69%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86%
	manager regarding my performance against my objectives My manager deals with issues head-on	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16%	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 20.69% 41.38% 6.90%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29%
	manager regarding my performance against my objectives	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 43.65% 19.57% 11.43% 90.62%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16% 5.49%	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 4.69% 4.69%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 20.69% 41.38% 6.99% 3.45%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 4.35% 13.04%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29%
	manager regarding my performance against my objectives My manager deals with issues head-on	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly Agree Agree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 41.95% 41.90%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 42.65%	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 4.69% 4.69% 4.59% 4.53% 4.375%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% 18.39% 35.63%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 13.04% 17.39% 39.13%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29% 9.52% 14.29% 52.38%
	manager regarding my performance against my objectives My manager deals with issues head-on	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 13.53%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16% 5.49%	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 4.69% 4.69%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% 18.39% 35.63%	24.14% 34.48% 24.14% 13.79% 27.59% 20.69% 41.38% 6.90% 3.45% 14.29%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 4.35% 13.04% 17.39%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29% 9.52%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict	Agree Disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Disagree Strongly agree Disagree Strongly agree Disagree Strongly agree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 41.90% 24.21% 15.33% 5.03%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 5.49% 5.49% 16.18% 42.65% 23.53% 12.87% 4.78%	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 4.69% 4.69% 4.59% 23.44% 43.75% 23.44% 31.406% 3.13%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% 18.39% 35.63% 22.99% 4.60%	24.14% 34.48% 24.14% 13.79% 3.45% 20.69% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 3.57%	17.39% 39.13% 13.04% 21.74% 8.705 17.39% 4.33% 13.04% 17.39% 39.13% 21.74% 8.70%	14.29% 66.67% 9.52% 9.52% 0.00% 42.86% 14.29% 9.52% 14.29% 14.29% 14.29% 14.29% 14.29% 4.76%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Neither agree or disagree Neither agree or disagree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 42.65% 19.57% 11.43% 90.62% 41.90% 42.21%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 9.16% 9.16% 5.49% 16.18% 42.65% 22.53% 12.87%	17.19% 42.19% 42.19% 17.19% 6.25% 21.88% 50.00% 4.69% 4.69% 4.3.75% 23.44% 14.06%	24.14% 41.35% 18.39% 12.64% 3.45% 26.44% 11.49% 11.49% 5.75% 18.39% 35.63% 22.99% 4.60%	24.14% 34.48% 24.14% 13.79% 27.59% 20.69% 6.90% 3.45% 14.29% 35.71% 10.71% 3.5.77%	17.39% 39.13% 13.04% 21.74% 8.70% 47.83% 47.83% 4.25% 13.04% 17.39% 39.13% 21.74% 8.70%	14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29% 14.29% 52.38% 14.29%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Misser or disagree Strongly agree Strongly agree Agree Strongly agree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 90.62% 13.53% 44.90% 24.21% 15.33% 23.96% 42.60%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 9.16% 5.49% 16.18% 42.65% 23.53% 12.87% 4.78% 4.78% 16.42%	17.19% 42.19% 17.19% 17.19% 17.19% 6.25% 4.88% 4.88% 4.69% 4.69% 4.59% 4.31.33% 4.37.5% 23.44% 4.31.5% 25.56% 3.13.5%	24.14% 41.35% 18.39% 12.64% 26.44% 31.05% 17.24% 11.49% 15.75% 18.39% 35.63% 22.99% 18.39% 33.33%	24.14% 34.48% 24.14% 13.79% 27.59% 6.90% 41.38% 6.90% 14.29% 35.71% 35.71% 27.59% 48.28% 17.24%	17.39% 39.13% 13.04% 21.74% 47.83% 47.83% 4.35% 17.39% 4.35% 17.39% 39.13% 21.74% 8.70% 30.43% 30.43% 34.78%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 28.57% 28.57%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job	Agree Disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Disagree Strongly disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 41.90% 24.21% 13.33% 5.03% 15.3	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 16.18% 23.53% 23.53% 24.265% 29.20% 4.78% 9.9.49% 5.49% 5.49%	17.19% 42.19% 17.19% 17.19% 17.19% 17.19% 18.75% 18.85% 18.75% 4.69% 15.63% 15.63% 15.63% 23.44% 23.44% 23.44% 23.44% 23.44% 24.85% 25.44% 25.44% 25.44% 26.56%	24.14% 41.35% 18.39% 12.64% 3.45% 26.44% 11.49% 11.49% 18.39% 22.99% 18.39% 4.60% 33.33% 22.99% 4.60% 4.60% 17.24% 17.24% 17.24% 17.24% 17.24%	24.14% 34.48% 24.14% 13.79% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 10.71% 3.57% 48.28% 17.24%	17.39% 39.13% 13.04% 21.74% 8.70% 47.33% 47.33% 17.39% 17.39% 13.04% 17.39% 12.174% 13.04% 13	14.29% 66.67% 9.52% 9.52% 9.52% 1.00% 12.05% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 15.23% 14.29% 15.23% 14.29% 15.23% 15.25%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 43.65% 19.73% 11.43% 41.90% 24.21% 15.33% 42.20% 15.33% 15	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 6.16.18% 4.26.5% 42.65% 42.65% 42.55% 4.78% 4.7	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 3.13% 52.344% 17.50% 3.750%	24.14% 41.38% 18.39% 12.64% 2.64% 39.08% 17.24% 11.49% 5.75% 18.39% 4.60% 22.99% 4.60% 33.33% 4.60% 33.33% 6.90% 31.37%	24.14% 34.48% 24.14% 3.45% 27.59% 41.38% 6.90% 3.45% 35.71% 35.71% 35.71% 3.57% 48.29% 48.29% 6.90%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 13.04% 39.13% 21.74% 8.70% 21.74% 4.35% 8.70% 8.70%	14.29% 66.67% 9.52% 9.52% 9.52% 10.05% 14.29% 14.29% 14.29% 14.29% 4.76% 28.57% 5.238% 14.29% 4.76% 5.238% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 43.65% 19.73% 41.95% 41.95% 42.21% 51.33% 41.90% 42.60% 10.33% 42.60% 10.03% 51.81% 61.81% 61.81%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 5.49% 5.49% 42.65% 42.65% 42.65% 4.78% 4.	17.19% 42.19% 17.19% 17.19% 17.19% 17.19% 18.75% 18.85% 18.75% 4.69% 15.63% 15.63% 15.63% 23.44% 23.44% 23.44% 23.44% 23.44% 24.85% 25.44% 25.44% 25.44% 26.56%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 35.63% 22.99% 45.03% 45.	24.14% 34.48% 24.14% 3.45% 27.59% 41.38% 6.99% 3.45% 3.45% 3.57.3% 35.73% 35.73% 10.73% 48.28% 17.24% 48.28% 17.24% 48.28	17.39% 39.13% 13.04% 27.74% 47.39% 47.39% 17.39% 43.53 17.39% 39.13% 39.13% 39.13% 47.84% 43.54% 43.54% 43.54% 43.54% 43.54% 43.54% 47.83% 47.83% 47.83% 47.83%	14.19% 66.67% 9.52% 9.52% 9.52% 10.00% 12.90% 14.29% 14.29% 14.29% 4.76% 25.73% 5.38% 10.00% 14.29% 4.76% 5.38% 10.00%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Disagree Disagree Disagree Disagree Disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 24.21% 23.96% 42.90% 18.30% 19.57% 11.43% 19.57% 11.43% 19.57% 19	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 6.16.18% 42.65% 23.53% 42.65% 42.65% 42.65% 5.49% 5.11% 5.11% 5.11% 5.11% 5.11% 5.11% 5.13%	17.19% 42.19% 17.19% 17.19% 17.19% 6.25% 21.83% 50.00% 4.69% 4.69% 4.59% 4.59% 4.59% 23.44% 23.75% 23.44% 26.56% 3.13% 4.69% 23.44% 4.69% 53.13% 4.69%	24.14% 41.38% 18.39% 12.64% 2.64% 3.45% 26.44% 11.49% 17.24% 11.49% 22.99% 13.99% 4.60 33.33% 28.74% 17.24% 11.24% 11.724% 13.73% 35.63% 35.63% 35.63%	24.14% 34.48% 24.14% 13.79% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 10.71% 48.28% 17.24% 6.90% 6.90% 6.90% 6.90%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.25% 13.04% 17.39% 21.74% 13.04% 30.43% 4.74% 13.04% 13.04% 13.04% 17.39% 4.75% 17.39% 17.39% 17.39% 17.39%	14.29% 66.67% 9.52% 9.52% 9.52% 10.00% 12.95% 14.29% 15.33% 10.00%
	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my weilbeing	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 43.65% 19.73% 41.95% 41.95% 42.21% 51.33% 41.90% 42.60% 10.33% 42.60% 10.03% 51.81% 61.81% 61.81%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 5.49% 5.49% 42.65% 42.65% 42.65% 4.78% 4.	17.19% 42.19% 42.19% 17.19% 17.19% 6.25% 21.85% 50.00% 18.75% 4.69% 4.69% 4.59% 4.37.5% 22.44% 4.06% 3.13.8% 6.5.5% 23.44% 4.00% 3.15.34% 4.5.5%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 35.63% 22.99% 45.03% 45.	24.14% 24.14% 24.14% 34.48% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 27.59% 27.59% 27.59% 42.24% 0.00% 6.90% 4.14% 4.14% 6.90% 4.14% 6.90% 4.14% 6.90%	17.39% 39.13% 13.04% 27.74% 47.39% 47.39% 17.39% 43.53 17.39% 39.13% 39.13% 39.13% 47.84% 43.54% 43.54% 43.54% 43.54% 43.54% 43.54% 47.83% 47.83% 47.83% 47.83%	14.19% 66.67% 9.52% 9.52% 9.52% 10.00% 12.90% 14.29% 14.29% 14.29% 4.76% 25.73% 5.38% 10.00% 14.29% 4.76% 5.38% 10.00%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is	Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Disagree Strongly agree Strongly agree Strongly agree Meither agree or disagree Strongly agree Strongly agree Strongly agree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Neither agree or disagree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 14.65% 19.57% 11.43% 19.57% 13.53% 13.53% 14.90% 24.21% 15.33% 13.39% 14.90% 14.90% 16.81%	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16% 5.49% 16.18% 22.53% 42.65% 23.53% 12.87% 4.78% 4.25% 4.78% 4.25.34% 4.78% 39.78% 5.11% 5.	17.19% 42.19% 17.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 4.59% 4.50% 3.13% 4.75% 4.69% 3.13% 4.69% 4.69% 4.69% 4.79	24.14% 41.35% 18.39% 12.64% 3.45% 26.44% 11.49% 17.24% 18.39% 18.30%	24.14% 24.14% 24.14% 34.45% 24.14% 3.3.75% 41.35% 41.35% 41.35% 41.35% 14.29% 14.29% 15.71% 35.71% 27.59% 27.59% 42.34% 48.28% 48.28% 48.28% 48.24.14% 48.35	17.39% 39.13% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 4.35% 17.39% 21.74% 8.70% 30.43% 31.304% 4.35% 8.70% 17.39% 17.39% 17.39% 13.04% 4.35% 8.70% 17.39%	14.29% 66.67% 9.52% 9.52% 9.52% 10.00% 12.05% 14.29% 15.338% 0.00% 15.538% 0.00% 0.0
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Strongly agree Disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.57% 11.43% 19.57% 13.53% 14.90% 24.21% 15.33% 23.96% 42.60% 18.30% 16.81% 46.76% 18.30% 18	19.71% 44.89% 17.15% 13.87% 4.38% 22.34%, 43.22% 19.78% 6.16.18% 23.53% 22.20%, 47.78% 16.18% 24.25% 25.21% 39.78% 16.42% 15.38% 30.88% 3.66% 37.13% 37.13%	17.19% 42.19% 17.19% 17.19% 6.25% 21.85% 50.00% 18.75% 4.69% 4.69% 4.69% 3.13% 3.13% 3.13% 4.69% 5.37.50% 23.44% 4.69% 5.31.31% 5.31.35% 5	24.14% 41.35% 18.39% 12.64% 3.45% 26.44% 11.45% 17.24% 11.45% 18.39% 12.99% 13.33% 15.63% 17.24%	24.14% 34.48% 24.14% 13.79% 41.38% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 27.59% 48.28% 17.24% 6.90% 48.28% 24.14% 6.90% 24.14% 6.90% 24.14% 6.90%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.35% 17.39% 4.35% 13.04% 39.13% 21.74% 30.43% 21.74% 8.70% 13.04% 4.35% 8.70% 17.39% 4.35% 8.70% 17.39% 4.35% 8.70% 17.39% 4.35% 8.70% 17.39% 17.39% 17.39% 17.39% 17.39% 17.39% 17.39% 18.304% 4.35%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 15.38% 16.00%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Disagree Strongly disagree Strongly agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 24.21% 5.33% 5.03% 24.26% 42.60% 10.03% 64.76% 10.03% 10.0	19,71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19,78% 4.36% 4.265% 4.265% 4.265% 4.265% 4.78% 4	17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 23.44% 43.75% 23.44% 14.00% 3.13% 62.55% 27.50% 23.44% 4.69% 17.19% 53.13% 4.50% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.15% 55.25% 55	24.14% 41.38% 18.39% 12.64% 3.45% 5.64% 17.24% 11.49% 5.75% 18.39% 4.60% 35.63% 12.39% 4.60% 33.33% 5.63% 13.79% 5.90% 31.37% 35.63%	24.14% 34.48% 24.14% 3.13.79% 3.45% 27.59% 41.38% 6.90% 3.45% 41.38% 6.90% 3.57.1% 3.57.1% 3.57.1% 3.57% 48.28% 17.24% 0.00% 6.90% 24.14% 44.83% 24.14% 6.90% 27.59% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93% 37.93%	17.39% 39.13% 13.04% 27.74% 17.39% 47.83% 19.13% 39.13% 21.74% 8.70% 13.04% 4.35% 4.35% 4.35% 4.35% 4.35% 4.35% 4.35% 4.35%	14.29% 66.67% 9.52% 9.52% 9.52% 10.00% 12.95% 14.29% 14.29% 14.29% 4.76% 14.29% 4.76% 14.29% 4.76% 15.15% 15.15% 15.15% 15.15% 16.29% 16.29% 16.29% 17.62% 18.10% 18.10% 18.10% 18.10% 18.10%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 43.65% 19.57% 19.57% 13.53% 41.93% 42.21% 42.90% 42.21% 10.33% 10.03% 10	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 4.265% 23.53% 4.78% 4.265% 4.78% 4.265% 39.78% 4.78% 39.78% 4.78% 39.78% 4.16.42% 39.78% 4.3.22% 15.38% 15.38% 15.38% 15.38% 15.38% 15.38% 16.16.16.16.16.16.16.16.16.16.16.16.16.1	17.19% 42.19% 42.19% 17.19% 17.19% 6.25% 22.88% 50.00% 18.75% 4.69% 4.69% 4.69% 3.13% 52.34% 4.375% 23.44% 17.19% 53.13% 53.13% 55.50% 37.50%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.29% 35.63% 22.99% 45.03% 45.	24.14% 34.48% 24.14% 3.45% 27.59% 41.38% 6.90% 41.38% 6.90% 6.90% 6.90% 6.90% 27.59% 48.28% 6.90% 27.59% 48.39% 48.39% 48.39% 47.39% 48.39%	17.39% 39.13% 13.04% 27.74% 27.74% 47.33% 17.39% 47.33% 17.39% 43.53% 17.39% 43.53% 17.39% 43.13% 43.13% 43.13% 43.13% 43.53% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35%	14.29% 66.67% 9.52% 9.52% 9.52% 1.00% 14.29% 15.38% 10.00% 14.29% 15.38% 16.20% 16.20% 16.20% 17.20%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 11.43% 19.57% 11.43% 19.62% 12.396% 14.90% 14.90% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 16.81% 1	19,71% 44,89% 17,15% 13,87% 43,82% 22,34% 43,22% 19,78% 16,18% 42,65% 23,53% 47,78% 4,78% 4,78% 4,78% 5,11% 5,11% 5,11% 5,11% 5,11% 5,11% 15,38% 3,66% 30,88% 37,13% 16,18	17.19% 42.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.53% 4.69% 52.34% 4.53% 52.34% 52.34% 52.34% 52.34% 52.34% 52.34% 52.34% 52.34% 52.34% 52.34% 52.34% 52.35% 52.34% 52.35% 52.34% 52.35%	24.14% 41.38% 18.39% 26.44% 39.08% 27.24% 11.49% 5.75% 18.39% 22.99% 4.60% 31.37% 4.60% 31.37% 33.33% 28.74% 17.24% 13.79% 2.30% 35.63% 17.24% 13.79% 4.60% 31.40% 31.40%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 3.57% 48.28% 17.24% 6.90% 6.90% 24.14% 6.90% 27.59% 37.93% 37.93% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 13.04% 8.70% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 14.29% 14.29% 14.29% 14.29% 4.76% 25.57% 14.29% 4.76% 25.57% 14.29% 4.76% 38.10% 19.05% 14.29% 4.76% 38.10% 19.20% 19
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my weilbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 43.65% 19.57% 19.57% 13.53% 41.93% 42.21% 42.90% 42.21% 10.33% 10.03% 10	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 4.265% 23.53% 4.78% 4.265% 4.78% 4.265% 39.78% 4.78% 39.78% 4.78% 39.78% 4.16.42% 39.78% 4.3.22% 15.38% 15.38% 15.38% 15.38% 15.38% 15.38% 16.16.16.16.16.16.16.16.16.16.16.16.16.1	17.19% 42.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 4.59% 4.59% 52.34% 4.59% 53.13%	24.14% 41.38% 18.39% 26.44% 39.08% 57.55% 17.24% 18.39% 5.75% 22.99% 4.609 33.33% 4.609 33.33% 35.63% 17.24% 17.24% 13.79% 6.90% 31.37% 35.63%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 3.57% 48.28% 17.24% 6.90% 6.90% 24.14% 6.90% 27.59% 37.93% 37.93% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5% 34.5%	17.39% 39.13% 13.04% 27.74% 27.74% 47.33% 17.39% 47.33% 17.39% 43.53% 17.39% 43.53% 17.39% 43.13% 43.13% 43.13% 43.13% 43.53% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.34% 43.5% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35% 43.35%	14.29% 66.67% 9.52% 9.52% 9.52% 1.00% 14.29% 15.38% 10.00% 14.29% 15.38% 16.20% 16.20% 16.20% 17.20%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 13.53% 14.90% 24.21% 15.33% 23.96% 24.21% 16.81% 42.60% 18.30% 19.90% 18.30% 19.90% 10.03% 40.00% 18.30% 19.90% 10.03% 40.00% 10.03% 40.00% 10.03% 40.00% 10.03% 10	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 6.16.18% 42.53% 42.53% 42.53% 42.53% 42.53% 42.53% 42.53% 43.22%	17.19% 42.19% 17.19% 6.25% 21.88% 5.000% 18.75% 4.69% 4.69% 4.69% 3.13% 4.69% 5.50%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% 18.39% 35.63% 32.18% 17.24% 17.24% 17.24% 17.24% 17.24% 17.24% 18.39% 29.00% 33.33% 35.63% 31.03% 35.63% 32.18% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 32.18% 4.60% 35.63% 3	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 35.71% 27.59% 48.28% 17.24% 6.90% 6.90% 24.14% 6.90% 24.14% 48.83% 27.59% 37.93% 27.59% 37.93% 27.59% 37.93% 37.93% 48.83% 34.93%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.35% 17.39% 4.35% 13.04% 21.74% 30.43% 4.75% 13.04% 4.75% 4.	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.57% 11.43% 19.57% 11.43% 19.57% 13.53% 14.90% 24.21% 15.33% 23.96% 42.60% 18.30% 19.91% 19.91% 10	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 16.18% 42.65% 23.53% 4.65% 42.65% 39.78% 16.42% 49.20% 39.71% 16.18% 17.38% 16.18% 17.38% 18.18% 18.28%	17.19% 42.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 4.59% 4.59% 52.344% 4.575% 52.344% 53.13% 52.344% 53.13% 52.50% 52.50% 53.13%	24.14% 41.38% 18.39% 26.44% 3.45% 26.44% 39.08% 17.24% 11.45% 18.39% 22.99% 4.679 3.5.63% 22.99% 4.679 3.3.33% 28.74% 17.24% 17.24% 13.79% 6.90% 3.10.33% 35.63% 35.63% 17.24% 10.34% 4.60% 36.63% 17.24% 10.34% 4.60% 11.74% 10.34% 4.60% 11.74%	24.14% 34.48% 24.14% 13.79% 41.38% 27.59% 41.38% 6.90% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 35.71% 27.59% 6.90% 6.90% 6.90% 6.90% 24.14% 44.83% 34.95% 37.93% 37.93% 37.93% 34.5% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.25% 13.04% 17.39% 4.25% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 14.29% 14.29% 14.29% 14.29% 4.76% 28.57% 0.00% 14.29% 4.76% 38.10% 4.76% 4
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for	Agree Strongly dasgree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Disagree Strongly agree Agree Strongly agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 24.21% 41.90% 42.60% 42	19,71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19,78% 4.16.18% 4.26,53% 4.78% 4.26,53% 4.78% 4.	17.19% 42.19% 42.19% 17.19% 6.25% 28.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.55% 23.44% 43.75% 23.44% 7.81% 4.69% 27.50% 27.50% 23.44% 4.69% 27.50% 23.44% 4.69% 27.50% 23.44% 4.69% 27.50% 28.34% 4.69% 29.31% 4.69% 29.31% 4.69% 29.31% 4.69% 20.31% 20	24.14% 41.38% 18.39% 12.64% 3.45% 5.64% 17.24% 11.49% 5.75% 18.39% 4.60% 3.63% 17.24% 11.49% 3.63% 3.63% 17.24% 17.24% 13.79% 5.63% 13.79% 13.	24.14% 34.48% 24.14% 3.45% 27.59% 41.38% 6.90% 3.45% 41.38% 6.90% 3.57.1% 3.57% 48.28% 10.00% 6.90% 27.59% 48.38% 48.38% 48.38% 48.38% 41.38% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.25% 13.04% 17.39% 4.25% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 10.00% 12.95% 14.29% 14.29% 14.29% 4.76% 28.57% 52.38% 10.00% 15.05% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10% 14.29% 4.76% 36.10%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Neither agree or disagree Strongly agree Agree Strongly disagree Strongly agree Strongly agree Agree Strongly agree Strongly agree Strongly agree	16.11% 43.36% 18.11% 15.86% 19.73% 19.73% 19.57% 19.57% 13.53% 24.21% 13.53% 41.90% 24.21% 13.53% 41.90% 42.60% 19.90% 42.60% 19.90% 42.60% 19.90% 42.60% 10.03% 10	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 42.65% 42.65% 42.65% 4.78%	17.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 3.13% 4.69% 53.13% 4.69% 53.13% 53	24.14% 41.38% 18.39% 26.44% 39.08% 26.44% 39.08% 5.75% 18.39% 22.99% 4.60% 31.37% 4.60% 31.37% 4.60% 31.37% 4.60% 31.40% 31.40% 4.60% 31.40% 4.60% 31.40% 4.60% 31.40% 4.60% 31.40% 5.75%	24.14% 34.48% 24.14% 3.45% 27.59% 41.38% 6.90% 41.38% 6.90% 6.90% 42.59% 48.28% 10.00% 24.14% 48.39% 27.59% 48.28% 17.24% 6.90	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 13.04% 8.70% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 14.29% 14.29% 14.29% 14.29% 4.76% 28.57% 0.00% 14.29% 4.76% 38.10% 4.76% 4
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.73% 19.73% 19.57% 11.43% 19.62% 13.53% 19.62% 14.90% 24.21% 15.33% 16.81% 17.38% 16.81% 17.38% 18.37% 19.90% 10.42% 10	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 16.18% 4.265% 23.53% 4.78% 4.265% 39.78% 4.78% 4.78% 5.11%	17.19% 42.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 4.59% 4.59% 52.34% 4.59% 52.34% 53.13% 52.34% 53.13% 53	24.14% 41.38% 18.39% 26.44% 39.08% 57.50% 17.24% 11.49% 5.75% 18.39% 4.600 33.33% 4.600 33.33% 4.600 33.33% 4.600 33.33% 5.63% 12.24% 13.79% 6.90% 31.03% 35.63% 12.24% 13.79% 2.30% 35.63% 12.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.44% 17.45% 18.30% 18.	24.14% 34.48% 24.14% 31.37% 3.45% 27.59% 41.38% 6.90% 3.45% 45.71% 35.71% 35.71% 35.71% 35.71% 36.90% 6.90% 6.90% 21.44% 34.44.83% 44.13% 6.90% 6.90% 17.86% 9.20% 17.24% 17.24% 18.25% 18.25.36% 18.21% 18.2	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.53% 17.39% 17.39% 17.39% 19.13% 19.13% 19.13% 13.04% 13.0	14.29% 66.67% 9.52% 9.52% 9.52% 10.00% 110.05% 14.29%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.73% 19.57% 19.57% 11.43% 90.62% 13.53% 42.90% 14.90% 42.21% 15.33% 5.03% 5.21% 14.90% 18.30% 19.90% 19.30% 19.30% 19.30% 19.30% 19.30% 19.30% 19.30% 19.30% 10.42% 19.90% 10.42% 10.30% 10.3	19.71% 44.89% 17.15% 13.87% 43.82% 19.78% 22.34% 43.22% 19.78% 16.18% 42.65% 23.53% 4.78% 4.78% 4.78% 4.78% 5.11%	17.19% 42.19% 42.19% 17.19% 62.5% 21.88% 50.00% 18.75% 4.69% 4.69% 4.59% 4.59% 52.34% 4.59% 52.34% 53.13% 5	24.14% 41.38% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% 18.39% 35.63% 32.29% 6.90% 33.33% 35.63% 32.18% 17.24	24.14% 34.48% 24.14% 31.37% 3.45% 41.38% 6.90% 41.38% 6.90% 6.90% 6.90% 6.90% 6.90% 7.15% 6.90% 7.15% 6.90% 7.15%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 12.174% 8.70% 13.04% 43.85% 8.70% 13.04% 43.85% 8.70% 13.04% 43.85% 8.70% 13.04% 43.85% 13.04% 43.85% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 10.05% 11.05% 14.29
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree	16.11% d3.36% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 13.53% 14.90% 24.21% 15.33% 5.03% 5.21% 16.36% 18.30% 19.52% 18.30% 19.52% 18.30% 18.30% 19.30% 19.30% 10.3	19.71% 44.89% 17.15% 13.87% 1.3.87% 1.3.87% 2.2.34% 43.22% 19.78% 16.18% 2.3.53% 16.18% 2.3.53% 16.42% 2.3.53% 16.42% 3.9.78% 3.16.42% 3.1.1% 5.11% 5.	17.19% 42.19% 17.19% 62.5% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.69% 4.69% 53.13% 5	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.45% 18.39% 26.99% 3.63% 22.99% 3.33,30% 33.33% 33.33% 33.33% 34.35% 35.63% 17.24% 10.34% 4.60% 31.03% 32.18% 32.18% 33.33%	24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 41.38% 6.90% 41.38% 6.90% 14.29% 35.71% 35.71% 35.71% 35.72% 27.59% 48.28% 17.24% 6.90% 6.90% 6.90% 6.90% 6.90% 17.86% 3.45% 3.57% 3.25%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.25% 17.39% 4.25% 17.39% 4.25% 13.04% 17.39% 17.39% 17.39% 17.39% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 14.29% 14.29% 14.29% 4.76% 22.57% 4.26% 4.26% 4.26% 4.26% 4.76% 23.81% 38.10% 4.26% 23.81% 4.76% 25.57% 4.76% 25.57%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure. My manager is an excellent role model for me	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% d3.36% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 13.53% 14.90% 24.21% 13.53% 15.03% 15.03% 15.03% 15.03% 15.03% 15.03% 16	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 16.18% 42.65% 23.53% 16.18% 4.78% 4.78% 4.78% 4.78% 5.11% 5.11% 5.11% 5.11% 5.11% 5.15% 6.66% 6.22,88% 6.23,84% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,98	17.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.69% 4.69% 53.13% 5	24.14% 41.38% 18.39% 26.44% 3.45% 26.44% 3.90.88 17.24% 11.43% 18.39% 26.75% 18.39% 22.99% 3.6.33% 28.74% 17.24% 11.24% 11.24% 11.25% 12.30% 33.33% 32.13% 33.33% 32.13% 33.33% 32.13% 33.33% 32.13% 33.33% 3	24.14% 34.48% 24.14% 31.379% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 35.71% 3.57% 48.28% 17.24% 6.90% 6.90% 24.14% 6.90% 3.45% 3.57% 3.45% 3.45% 3.45% 3.57% 3.45% 3.45% 3.57% 3.45% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.55% 3.25%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure. My manager is an excellent role model for me My manager is an excellent role model for me	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Strongly agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.73% 19.57% 19.57% 19.57% 13.53% 19.57% 19	19.71% 44.89% 17.15% 13.87% 43.22% 19.78% 42.234% 43.22% 19.78% 42.65% 42.65% 42.65% 42.65% 4.78	17.19% 42.19% 42.19% 17.19% 17.19% 6.25% 28.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.59% 15.63% 53.13%	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% 18.39% 4.600 33.33% 22.99% 4.600 33.33% 28.74% 17.24% 13.79% 6.90% 31.03% 35.63% 32.18% 27.29% 17.24%	24.14% 34.48% 24.14% 3.45% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 3.57% 48.28% 10.00% 6.90% 27.59% 48.28% 17.24% 48.39% 27.59% 27.59% 3.45% 3.793% 3.103% 6.90% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3	17.39% 39.13% 13.04% 27.74% 27.74% 47.83% 17.39% 47.83% 17.39% 39.13% 39.13% 39.13% 39.13% 39.13% 39.13% 30.43% 30.43% 30.43% 43.5% 47.83%	14.29% 66.67% 9.52% 9.52% 9.52% 10.00% 12.95% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 15.38% 10.00% 15.38% 10.00% 15.38% 10.00% 15.38% 10.00% 16.25% 16.29% 16.29% 17.6% 17.6% 18.38.10% 18.38% 19.55%
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure. My manager is an excellent role model for me	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% d3.36% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 13.53% 14.90% 24.21% 13.53% 15.03% 15.03% 15.03% 15.03% 15.03% 15.03% 16	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 16.18% 42.65% 23.53% 16.18% 4.78% 4.78% 4.78% 4.78% 5.11% 5.11% 5.11% 5.11% 5.11% 5.15% 6.66% 6.22,88% 6.23,84% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,88% 6.24,98	17.19% 42.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.69% 4.69% 53.13% 5	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 39.08% 17.24% 18.39% 4.600 31.39% 4.600 33.33% 28.74% 4.600 31.39% 35.63% 35.63% 37.24% 37.24% 38.39% 38.39% 39.39%	24.14% 34.48% 24.14% 3.45% 3.45% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 3.57% 48.28% 10.00% 6.90% 27.59% 48.28% 17.24% 48.39% 27.59% 27.59% 3.45% 3.793% 3.103% 6.90% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.45% 3.27.59% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3.27.50% 3	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 17.39% 4.35% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will deal	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.73% 19.57% 19.57% 11.43% 90.62% 13.53% 42.60% 14.90% 42.21% 42.60% 18.30% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 43.60% 44.60% 45.60% 46.76% 46.76% 47.60% 47.60% 48.80% 48.80% 49.80% 49.80% 40	19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 16.18% 42.65% 23.53% 4.78% 4.78% 4.26% 39.78% 5.11% 5	17.19% 42.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 3.13% 53.13%	24.14% 41.38% 18.39% 26.44% 39.08% 17.24% 11.29% 15.75% 18.39% 4.60% 35.63% 22.99% 4.60% 33.33% 28.74% 17.24% 13.79% 6.90% 35.63% 31.37% 6.90% 35.63% 31.37% 35.63% 32.18% 17.24% 11.74% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75% 17.75%	24.14% 34.48% 24.14% 31.37% 3.45% 27.59% 41.38% 6.90% 3.45% 3.57% 48.28% 17.24% 6.90% 27.59% 3.45% 3.57% 3.57% 48.28% 17.24% 48.38 31.03% 6.90% 27.59% 3.45% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.45% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.45% 3.57% 3.57% 3.45% 3.57%	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 43.83% 17.39% 43.83% 17.39% 43.83% 43.83% 43.78% 43.78% 43.83% 44.85% 43.87% 45.87% 45.87% 45.87% 45.87% 45.87% 47.83% 47.	14.29% 66.67% 9.52% 9.52% 9.52% 10.05% 11.05% 14.29% 15.2% 16.2
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will deal	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 19.73% 19.73% 19.57% 19.57% 19.57% 13.53% 19.62% 19.57% 10.03% 10	19.71% 44.89% 17.15% 13.87% 43.28% 42.234% 43.22% 19.78% 42.65% 42.65% 42.65% 42.65% 42.65% 43.22% 47.88% 42.63% 43.22% 16.18% 43.22% 43.22% 43.22% 43.22% 43.22% 43.22% 43.22% 43.25% 43.26% 4	17.19% 42.19% 42.19% 52.19% 62.25% 62.88% 62.00% 18.75% 4.69% 4.69% 4.69% 4.59% 4.59% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55% 62.55%	24.14% 41.38% 18.39% 26.44% 3.45% 26.44% 3.908% 27.24% 11.45% 18.39% 28.74% 17.24% 11.	24.14% 34.48% 24.14% 31.379% 34.57% 27.59% 41.38% 6.90% 41.38% 35.71% 35	17.39% 39.13% 13.04% 27.74% 27.74% 47.83% 17.39% 47.83% 17.39% 47.83% 17.39% 47.83% 17.39% 47.83%	14.29% 66.67% 9.52% 9.52% 9.52% 19.05% 14.29% 15.20
My manager	manager regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel confident that my manager will deal	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% d3.36% 18.11% 15.86% 19.73% 19.57% 11.43% 90.62% 13.53% 14.90% 24.21% 13.53% 14.90% 24.21% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 15.33% 16.36% 18	19,71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19,78% 16.18% 42.65% 23.53% 47.88% 42.65% 39,78% 4.78%	17.19% 42.19% 42.19% 17.15% 6.25% 21.88% 50.00% 18.75% 4.69% 4.69% 4.69% 4.69% 4.69% 53.13% 5	24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.43% 18.39% 17.24% 11.43% 18.39% 18.39% 18.39% 18.39% 18.39% 18.39% 18.39% 18.31% 19.24% 19.	24.14% 34.48% 24.14% 31.379% 34.57% 27.59% 41.38% 6.90% 41.38% 35.71% 35	17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 4.25% 17.39% 4.25% 17.39% 4.25% 17.39% 4.25% 17.39% 17.39% 4.25% 13.04%	14.29% 66.67% 9.52% 9.52% 9.52% 9.52% 12.95% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 12.57%

Colour key
Most positive result

			Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
		Strongly agree Agree	5.91% 30.07%	9.26% 30.74%	3.17% 24.40%			17.39%	9.52% 52.38%
		Neither agree or disagree	34.80%	29.63%	31.75%	26.44%	46.43%	21.74%	23.81%
	I have confidence in the leadership skills of the senior leadership team	Disagree Strongly disagree	20.78% 8.45%	21.48% 8.89%	26.98% 12.70%	22.99% 12.64%	10.71% 0.00%		14.29% 0.00%
		Strongly agree Agree	13.04% 26.09%	3.70% 18.52%	1.59% 15.87%	3.45% 21.84%	3.57% 7.14%	13.04% 26.09%	4.76% 23.81%
		Neither agree or disagree	47.83% 4.35%	42.96% 23.33%	50.79% 20.63%	34.48%	64.29% 17.86%	47.83% 4.35%	47.62% 23.81%
	I have confidence in the leadership skills of members	Disagree Strongly disagree	8.70%	11.48%	11.11%	14.94%	7.14%		0.00%
		Strongly agree Agree	17.39% 52.17%	11.48% 27.78%	6.35% 25.40%	11.49% 16.09%	14.29% 25.00%	17.39% 52.17%	28.57% 38.10%
		Neither agree or disagree	8.70%	23.33%	26.98%	27.29%	39.29%	8.70%	14.29%
	The senior leadershp team are visible and approachable	Disagree Strongly disagree	8.70% 13.04%	24.81% 12.59%	30.16% 11.11%		17.86% 3.57%		19.05% 0.00%
		Strongly agree Agree	13.64% 27.27%	4.46% 13.75%	0.00% 14.29%		7.14%	13.64% 27.27%	4.76% 19.05%
The leadership		Neither agree or disagree Disagree	27.27% 18.18%	33.83% 29.00%	38.10% 30.16%	33.33%	42.86% 25.00%	27.27%	38.10% 28.57%
	Members are visible and approachable	Strongly disagree	13.64%	18.96%	17.46%	22.99%	14.29%	13.64%	9.52%
		Strongly agree Agree	13.04% 30.43%	6.30% 23.70%	6.35% 20.63%	18.39%	7.14% 14.29%	30.43%	9.52% 42.86%
	The senior leadership team have a plan	Neither agree or disagree Disagree	39.13% 4.35%	40.37% 18.15%	46.03% 19.05%	37.39% 18.39%	64.29% 14.29%	39.13% 4.35%	28.57% 19.05%
	that I believe in	Strongly disagree	13.04%	11.48%	7.94%	20.69%	0.00%	13.04%	0.00% 19.05%
		Strongly agree Agree	13.04% 34.78%	7.14% 21.43%	3.23% 24.19%	17.44%	7.14% 29.63%	34.78%	23.81%
	The senior leadership team consistently	Neither agree or disagree Disagree	30.43% 8.70%	44.74% 15.04%	50.00% 14.52%	41.86% 15.12%	55.56% 7.41%		23.81%
	exhibit the CREATE values	Strongly disagree	13.04% 13.04%	11.65% 5.28%	8.06% 3.23%		0.00% 3.70%		0.00%
		Strongly agree Agree	26.09%	12.08%	12.90%	11.76%	3.70%	26.09%	9.52% 9.52%
	Members consistently exhibit the CREATE	Neither agree or disagree Disagree	43.48% 8.70%	56.60% 13.96%	59.68% 14.52%	12.94%	0.00%	8.70%	47.62% 28.57%
	values when I directly interact with them	Strongly disagree	8.70%	12.08% Adult, Children	9.68%		3.70% Schools and		4.76%
			Council	and Health	Health, Early Help	Health and Adult	Educational	Adults, Children and Health	Human
		Strongly agree	Overall 3.43%	Directorate 6.74%	and Safeguarding 1.61%	4.60%	Services 3.85%		Resources 19.05%
		Agree Neither agree or disagree	19.38% 39.11%	20.97% 39.70%	22.58% 41.94%	18.39% 34.48%	15.38% 61.54%	21.74%	33.33% 28.57%
		Disagree	26.42%	23.97%	29.03%		19.23%	13.04%	19.05%
	going in	Strongly disagree Strongly agree	11.66% 2.74%	8.61% 3.73%	4.84% 0.00%			8.70% 8.70%	0.00% 14.29%
	On most occasions the Council tries to do	Agree Neither agree or disagree	17.12% 29.62%	17.54% 29.85%	14.29% 38.10%	14.94% 29.89%	11.54% 30.77%	30.43% 30.43%	19.05% 28.57%
	what is best and isn't strictly governed by	Disagree Strongly disagree	31.68% 18.84%	33.21% 15.67%	34.92% 12.70%			13.04% 17.39%	33.33% 4.76%
	budget concers	Strongly agree	3.95%	4.85%	3.17%	4.60%	0.00%	8.70%	23.81%
		Agree Neither agree or disagree	41.34% 32.42%	44.03% 32.09%	41.27% 34.92%		50.00% 34.62%	43.48%	42.86% 23.81%
	The majority of service areas and teams across the council work well together	Disagree Strongly disagree	16.30% 6.00%	13.43% 5.60%	11.11% 9.52%		15.38% 0.00%	21.74%	9.52% 0.00%
The council	across the council work well together	Strongly agree	10.10%	13.06%	9.52%	17.24%	3.85%	17.39%	19.05%
		Agree Neither agree or disagree	37.67% 34.93%	35.82% 37.31%	31.75% 50.79%		42.31% 50.00%	56.52% 21.74%	38.10% 33.33%
	I feel proud to work for the council	Disagree Strongly disagree	12.50% 4.79%	10.45% 3.36%	3.17% 4.76%		3.85% 0.00%	4.35%	4.76% 4.76%
	rreer producto work for the council	Strongly agree	4.28%	6.72%	1.59%	4.60%	7.69%	13.04%	33.33%
		Agree Neither agree or disagree	19.52% 32.36%	20.90% 32.46%	23.81% 31.75%	19.54% 35.63%	7.69% 57.69%	26.09%	23.81% 19.05%
	The council considers the views of me and my colleagues	Disagree Strongly disagree	29.11% 14.73%	26.49% 13.43%	26.98% 15.87%	21.84% 18.39%	26.92%	17.39% 17.39%	19.05% 4.76%
	my concugues	Strongly agree	11.45% 45.98%	13.81% 46.64%	3.17% 44.44%	14.94%	19.23%	13.04%	47.62% 28.57%
		Agree Neither agree or disagree	32.48%	30.97%	42.86%	25.29%	30.77%	21.74%	19.05%
	The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree	7.69% 2.39%	5.97% 2.61%	6.35% 3.17%	4.60% 2.30%	0.00%	8.70% 4.35%	4.76% 0.00%
			Council	Adult, Children and Health	Health, Early Help	Health and Adult	Schools and Educational	Commissioning Adults, Children	Human
	T	1-	Overall	Directorate	and Safeguarding	Social Care	Services	and Health	Resources
		Strongly agree Agree	9.08% 42.41%	10.69% 36.26%	1.64% 40.98%		3.85% 34.62%	13.04% 39.13%	23.81% 38.10%
	The council provides a great service to our	Neither agree or disagree Disagree	33.16% 12.22%	37.40% 12.98%	50.82% 4.92%		53.85% 7.69%	34.78% 8.70%	28.57% 9.52%
	residents	Strongly disagree	3.14%	2.67%	1.64%	4.71%	0.00%	4.35%	0.00%
		Strongly agree Agree	5.59% 34.79%	7.98% 34.60%	1.64% 39.34%	28.24%	30.77%	30.43%	23.81% 38.10%
	The council is a proactive organisation, planning for the future instead of reacting	Neither agree or disagree Disagree	33.04% 18.01%	33.84% 15.97%	40.98% 14.75%	28.24% 15.29%		30.43%	28.57% 9.52%
	to circumstances	Strongly disagree Strongly agree	8.57% 5.58%	7.60% 7.60%	3.28% 0.00%	16.47% 5.88%	0.00%	13.04%	0.00% 38.10%
		Agree	35.06%	36.12%	45.90%	30.59%	34.62%	34.78%	28.57%
	Overall communication with staff across	Neither agree or disagree Disagree	27.23% 22.86%	28.90% 19.39%	26.23% 21.31%			21.74%	14.29% 19.05%
	the council is effective and timely	Strongly disagree Strongly agree	8.73% 3.68%	7.98% 4.58%	6.56%	11.76% 3.53%			0.00% 23.81%
	Staff have the free-desired	Agree	19.96%	21.76%	18.33%	23.35%	26.92%	17.39%	23.81%
	Staff have the freedom to do what is needed to provide a great service for our	Neither agree or disagree Disagree	34.68% 31.70%	31.68% 33.21%	36.67% 38.33%	29.41%	30.77%	17.39%	23.81% 28.57%
	residents	Strongly disagree Strongly agree	9.98% 5.44%	8.78% 8.05%	6.67% 1.69%	14.12% 7.06%			0.00% 23.81%
Service Excellence		Agree Neither agree or disagree	38.07% 36.67%	34.10% 39.85%	40.68% 47.46%	32.94%	34.62% 53.85%	30.43%	28.57% 28.57%
SCI AICE EXCENSION	The council is an organisation that can be	Disagree	13.68%	12.26%	6.78%	10.59%	3.85%	13.04%	19.05%
	trusted by our residents	Strongly disagree Strongly agree	6.14% 4.02%	5.75% 5.34%	3.39% 0.00%	10.59% 5.88%	3.85% 0.00%	4.35% 8.70%	0.00% 23.81%
		Agree Neither agree or disagree	19.76% 32.34%	20.99% 33.97%	13.11% 39.34%	20.00%	19.23%	30.43%	33.33% 23.81%
		Disagree	31.82%	30.15%	37.70%	27.06%	42.31%	17.39%	19.05%
	Delivering great service is rewarded here	Strongly disagree Strongly agree	12.06% 7.87%	9.54% 9.13%	9.84% 3.28%	14.12% 14.12%		8.70%	0.00% 28.57%
		Agree Neither agree or disagree	55.07% 30.42%	52.47% 30.80%	42.62% 52.46%	52.94%	53.85%	60.87%	47.62% 19.05%
	In general employees understand the	Disagree	5.07%	5.70%	1.64%	3.53%	7.69%	4.35%	4.76%
	expectations of our residents	Strongly disagree Strongly agree	1.57% 10.82%	1.90% 14.45%	0.00% 6.56%	3.53% 20.00%	11.54%		0.00% 33.33%
		Agree Neither agree or disagree	59.51% 24.61%	58.17% 22.81%	57.38% 31.15%	58.82% 16.47%			47.62% 9.52%
I	Staff constantly seek to improve the	Disagree	3.84%	3.04%	3.28%	2.35%	0.00%	4.35%	9.52%
	services that we offer	Strongly disagree	1.22%	1.52%	1.64%				0.00% 23.81%
	Services that we oner	Strongly agree	6.99%	10.27%	1.64%				
	services diac we one.	Strongly agree Agree	32.34%	33.84%	40.98%	31.76%	11.54%	30.43%	47.62%
	I have the support needed to provide a great service	Strongly agree				31.76% 24.71% 23.53%	11.54%	30.43% 34.78% 8.70%	

		Council Overall	Adult, Children and Health Directorate	Health, Early Help and Safeguarding	Health and Adult	Schools and Educational Services	Commissioning Adults, Children and Health	Human Resources
	Calm - 1	2.27%		1.64%		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%
How do you feel at work (Calm - Stressed)	Stressed - 10	6.64%	6.87%	9.84%	7.06%	0.00%	9.09%	0.00%
			Adult, Children			Schools and	Commissioning	
			and Health	Health, Early Help	Health and Adult	Educational	Adults, Children	Human
		Council	Directorate	and Safeguarding	Social Care	Services	and Health	Resources
	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%		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%
How do you feel at work (Enthuastic -	9	3.51%		4.92%	14.12%	0.00%	18.18%	0.00%
Bored)	Bored - 10	2.28%		3.28%	7.06%	0.00%	0.00%	0.00%
			Adult, Children and Health	Health, Early Help	Health and Adult	Schools and Educational	Commissioning Adults, Children	Human
		Council	Directorate	and Safeguarding	Social Care	Services	and Health	Resources
	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%
How do you feel at work (Satisfied -	9	5.80%	4.58%	6.56%	4.71%	0.00%	4.55%	4.76%
Unsatisfied)	Unsatisfied - 10	5.45%	4.58%	4.92%	2.35%	0.00%	0.00%	0.00%

Operations and Customer Services

Marchard prison Company and the large with the					Operations		Libraries,	Revenue	Information	Community	
Manager and the Salving billion or you old all process or you old al					and Customer	Customer	Arts and	and	Technology	Protection and	Highways and
Amount Company Compa			la.					Benefits			
Marie Mari	All about you							16.67% 50.00%			15.15% 45.45%
Married Segret 140% 120%			Neither agree or disagree	17.82%	19.44%	23.68%	15.79%			30.00%	18.18%
Manual part							26.32%				18.189
My such pacents across of personal-photocolors Include years of targets 177.00 10.000							13.16%				9.099
Manuscripton 1,000		My work gives me a sense of nersonal achievement									36.369 30.309
Check 1,70% 1,70		wy work gives the a sense of personal achievement							25.00%		18.189
April Company Compan									12.50%		6.069
An experience of part of the company								5.56%			9.389
Secretary again from the just be valuable for my secretary and from the just be valuable for my secretary and from the just be valuable for my secretary and from the just be valuable for my secretary and the control of my				21.10%	21.96%		15.79%		31.25%	17.24%	25.009
The expension of girst him the job is slaubely or my finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the control of the pay and be deed to make a finance of the pay and a finance of the pay and be deed to make a finance of the pay and a fin		wer army role				28.95%					15.639 18.759
The registering light from the job in valuable for my form of the control of the						7.89%					12.129
March Marc		The experience I gain from this job is valuable for my	Agree				52.63%				24.249
The control of time and the service of the service of the service of time and time a		future									30.309
Application of the player to the control of the c				3.23%							6.06%
Meanure Mean								33.33%			12.129
Search 1.50											309
Including wall the pay and baseful first received for payable		months time									12.129
Lambago with the pay and bandrist that increase for my 100 12-000 12-1											3.039
Comparison Com		Lam happy with the pay and benefits that I receive for	Agree	28.37%	27.44%	15.79%	44.74%	38.89%	25.00%	23.33%	21.219
Strongly largers 1.8 20 1.8 20 1.8 20 1.00 1.00 2.00						21.05%					219 33.339
Part Country						28.95%					21.219
Securing and services and servi											
Secretary and development 1.77% 1.07%				C							
Agest	Learning and		Strongly agree				8.11%				9.099
My gib is good for my even personal growth			Agree	39.19%	38.68%	41.67%		38.89%	25.00%	31.03%	30.30%
Strongly Stagen Strongly Actions Strongly Actions Strongly Stagen Strongly Actions Strongly Strongl											30.309 24.249
Secondary agency 5.3 pt 5.2 pt		My job is good for my own personal growth	Strongly disagree	29.02%	2.36%	8.33%	0.00%	0.00%	0.00%	0.00%	6.069
Neither agree or disagree 22-45 14.77 15.27											9.09%
Policy Character of the Court of Management (Management (Managem											27.27%
Strongly agency 3,27% 3,48% 1,38% 1,48% 1,00% 1,00% 3,27% 3,26% 3,			Disagree	26.46%	28.87%		16.22%	5.56%	18.75%	31.03%	30.309
Agre		personal skills and strenghts				13.89%					12.12%
Disagree 1.50% 1.460% 8.33% 2.78% 0.00% 1.50% 22.145% 1.50% 1.460% 1.50% 1.460% 1.50% 1.460% 1.50% 1.460% 1.50% 1.								55.56%			36.36%
The training that treaces of benefit on in may pol. Strongly deagree 2, 27, 19, 14, 15, 14, 15, 17, 17, 18, 18, 18, 11, 11, 18, 18, 19, 19, 18, 18, 18, 18, 18, 18, 18, 18, 18, 18									37.50%		21.21%
Strongly agree		The training that I receive is of benefit to me in my job							25.00%		15.159 15.159
Indicate that imake a valuable contribution to the lauxcess of the Councel 1,500					27.49%		27.03%	27.78%			18.189
International Content Disagree 3,90% 3,30% 3								61.11%			48.489 18.189
Operations Counted C		I believe that I make a valuable contribution to the									12.12%
My manager Strongly agree 16.115 1.345 5.885 25.005 13.795 13.755 1.345 1.355 1.		success of the Council	Strongly disagree	2.27%		2.86%					3.03%
My manager law Strongly agree 1.01 3.13 3.14 3.15 5.88 2.50 3.12 3.12 5.12 5.13 3.13 5.14 5.15 5.88 1.12 5.15 5						Customer					Highways and
I receive regular feedback from my line manager 43,365 40,375 26,475 11,765 13,255 31,25											
Freezewer regular feedback from my line manager experding my performance against my objectives Strongly disagree 6.56% 6.73% 6.12% 2.26% 2.26% 2.26% 2.25% 2.00% 3.05% 4.26% 3.46% 4.26%				Council	Directorate	Services	Heritage	Benefits		Enforcement	Transport
Strongly disagree	My manager			16.11%	13.94%	5.88%	25.00%	11.76%	18.75%	10.34%	15.10%
Strongly agree 19.73% 16.02% 2.94% 22.86% 21.31% 25.00% 17.86% 19.86	My manager		Agree	16.11% 43.36%	13.94% 40.87%	5.88% 26.47%	25.00% 44.44%	11.76% 64.71%	18.75% 31.25%	10.34% 44.83%	15.109 30.309
Agree 4.56% 46.60% 55.88% 51.43% 62.78% 33 Nother agree or disagree 11.45% 15.05% 11.76% 8.77% 5.88% 51.45% 6.25% 28.57% 18. Nother agree or disagree 11.45% 15.05% 11.76% 8.77% 5.88% 18.75% 22.00% 12. Nother agree or disagree 11.45% 15.05% 11.76% 8.77% 5.88% 18.75% 22.00% 12. Nother agree or disagree 11.45% 10.05% 2.26% 19.44% 17.65% 12.50% 12.00% 10.00% Nother agree or disagree 11.55% 10.05% 12.06% 19.44% 17.65% 12.50% 12.40% 12. Nother agree or disagree 2.21.5% 10.05% 12.06% 19.44% 17.65% 12.50% 12.50% 12.50% 12. Nother agree or disagree 2.21.5% 10.05% 10.05% 12.05% 10.05% 12.05% 10.05% 12.05% 12. Nother agree or disagree 3.15.5% 10.05% 12.05% 10.05% 10.05% 12.05% 10.05% 12. Nother agree or disagree 3.15.5% 10.05% 12.05% 10.05% 12.05% 10.05% 12. Nother agree or disagree 3.15.5% 10.05% 12.05% 10.05% 12.05% 12. Nother agree or disagree 3.15.5% 10.05% 12.05% 10.05% 10.05% 12.05% 12. Nother agree or disagree 3.15.5% 10.05% 12.05% 10.05% 10.05% 12.05% 11.25% 12. Nother agree or disagree 4.2.05% 10.05% 10.05% 10.05% 12.05% 11.25% 12. Nother agree or disagree 11.8.05% 12.25% 12.05% 10.05% 10.05% 10.05% 10.05% 12.05% 11.25% 11.25% 11.25% 10.05%	My manager		Agree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86%	13.94% 40.87% 21.15% 17.31%	5.88% 26.47% 11.76% 41.18%	25.00% 44.44% 19.44% 8.33%	11.76% 64.71% 11.76% 11.76%	18.75% 31.25% 31.25% 18.75%	10.34% 44.83% 31.03% 10.34%	15.109 30.309 27.279 15.159
Any manager deals with issues head on instead of any disagree	My manager		Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56%	13.94% 40.87% 21.15% 17.31% 6.73%	5.88% 26.47% 11.76% 41.18% 14.71%	25.00% 44.44% 19.44% 8.33% 2.78%	11.76% 64.71% 11.76% 11.76% 0.00%	18.75% 31.25% 31.25% 18.75% 0.00%	10.34% 44.83% 31.03% 10.34% 3.45%	15.109 30.309 27.279 15.159 12.129
avoiding conflict Strongly agree 90.62% 3.40% 3.82% 2.86% 0.00% 0.00% 0.00% 6.20%	My manager		Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65%	13.94% 40.87% 21.15% 17.31% 6.73% 16.02% 46.60%	5.88% 26.47% 11.76% 41.18% 14.71% 2.94% 55.88%	25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 51.43%	11.76% 64.71% 11.76% 11.76% 0.00% 23.53% 64.71%	18.75% 31.25% 31.25% 18.75% 0.00% 25.00% 50.00%	10.34% 44.83% 31.03% 10.34% 3.45% 17.86% 28.57%	15.109 30.309 27.279 15.159 12.129 18.189 39.399
Agree 41.90% A0.10% 41.18% 41.18% 14.17% 58.22% 25.00% 14.29% 35 both agree of cisagree 24.21% 25.60% 26.47% 33.33% 25.00	My manager	regarding my performance against my objectives	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57%	13.94% 40.87% 21.15% 17.31% 6.73% 16.02% 46.60% 18.93%	5.88% 26.47% 11.76% 41.18% 14.71% 2.94% 55.88% 20.59%	25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 51.43% 14.29%	11.76% 64.71% 11.76% 11.76% 0.00% 23.53% 64.71% 5.88%	18.75% 31.25% 31.25% 18.75% 0.00% 25.00% 50.00% 6.25%	10.34% 44.83% 31.03% 10.34% 3.45% 17.86% 28.57%	15.109 30.309 27.279 15.159 12.129 18.189 39.399 18.189
Nether agree or disagree	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43%	13.94% 40.87% 21.15% 17.31% 6.73% 16.02% 46.60% 18.93% 15.05%	5.88% 26.47% 11.76% 41.18% 14.71% 2.94% 55.88% 20.59% 11.76%	25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 51.43% 14.29% 8.57%	11.76% 64.71% 11.76% 11.76% 0.00% 23.53% 64.71% 5.88%	18.75% 31.25% 31.25% 18.75% 0.00% 25.00% 50.00% 6.25% 18.75%	10.34% 44.83% 31.03% 10.34% 3.45% 17.86% 28.57%	15.109 30.309 27.279 15.159 12.129 18.189 39.399
to do my job to do	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 13.53%	13.94% 40.87% 21.15% 6.73% 16.02% 46.60% 18.93% 15.05% 3.40%	5.88% 26.47% 11.76% 41.18% 14.71% 2.94% 55.88% 20.59% 11.76% 8.82% 2.94%	25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 14.29% 8.57% 2.86% 19.44%	11.76% 64.71% 11.76% 11.76% 0.00% 23.53% 64.71% 5.88% 0.00% 17.65%	18.75% 31.25% 31.25% 18.75% 0.00% 25.00% 6.25% 18.75% 0.00% 12.50%	10.34% 44.83% 31.03% 10.34% 3.45% 17.86% 28.57% 25.00% 0.00% 7.14%	15.109 30.309 27.279 15.159 12.129 18.189 39.399 18.189 6.069
Strongly agree	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 41.90%	13.94% 40.87% 21.15% 17.31% 6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10%	5.88% 26.47% 11.76% 41.18% 14.71% 2.94% 55.88% 20.59% 11.76% 8.82% 2.94% 41.18%	25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 51.43% 14.29% 8.57% 2.86% 19.44% 41.67%	11.76% 64.71% 11.76% 11.76% 0.00% 23.53% 64.71% 5.88% 0.00% 17.65% 58.82%	18.75% 31.25% 31.25% 18.75% 0.00% 50.00% 6.25% 18.75% 0.00% 12.50% 25.00%	10.34% 44.83% 31.03% 10.34% 3.45% 17.86% 28.57% 28.57% 25.00% 0.00% 7.14%	15.109 30.309 27.279 15.159 12.129 18.189 39.399 18.189 18.189 6.069
Agree 42,60% 41,55% 47,06% 33,33% 52,24% 62,20% 28,57% 33	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed	Agree Disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 43.65% 19.73% 41.65% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33%	13.94% 40.87% 21.15% 6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10% 40.10% 25.60%	5.88% 26.47% 11.76% 41.18% 2.94% 55.88% 11.76% 8.82% 2.94% 41.18% 26.47% 20.59%	25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 51.43% 14.29% 8.57% 2.86% 19.44% 41.67% 33.33% 5.56%	11.76% 64.71% 11.76% 11.76% 0.00% 23.53% 64.71% 5.88% 0.00% 17.65% 58.82% 23.53%	18.75% 31.25% 31.25% 0.00% 50.00% 6.25% 18.75% 0.00% 12.50% 50.00% 50.00%	10.34% 44.83% 31.03% 10.34% 3.45% 17.86% 28.57% 28.57% 2.500% 0.00% 7.14% 14.29% 25.00%	15.109 30.309 27.279 15.159 12.129 18.189 39.399 18.189 6.069 12.129 36.369 15.159 30.309
Disagree 10.03% 10.03% 8.82% 8.33% 11.76% 12.50% 14.29% 3.50mgly disagree 5.21% 4.35% 8.82% 8.82% 0.00% 0.00% 0.00% 7.14% 13.50% 14.29% 3.50mgly disagree 16.81% 11.06% 8.82% 19.44% 11.76% 6.25% 3.45% 12.26% 3.45% 13.26% 3.45% 13.26% 3.45% 13.26% 3.45% 13.26% 3.45% 13.26% 3.45% 13.26% 3.45% 13.26% 3.26%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed	Agree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Disagree Strongly disagree Disagree Disagree	16.11% 43.36% 18.11% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 5.03%	13.94% 40.87% 21.15% 17.31% 6.73% 16.02% 46.60% 18.93% 15.05% 3.40% 40.10% 25.60% 41.93% 43.50%	5.88% 26.47% 11.76% 41.18% 2.94% 55.88% 20.59% 11.76% 8.82% 2.94% 41.18% 20.47% 20.59% 8.82%	25.00% 44.44% 8.33% 2.78% 22.86% 14.29% 8.57% 2.86% 19.44% 41.67% 33.33% 5.56% 0.00%	11.76% 64.71% 11.76% 0.00% 23.53% 64.71% 5.88% 0.00% 17.65% 58.82% 23.53% 0.00%	18.75% 31.25% 31.25% 0.00% 50.00% 6.25% 18.75% 0.00% 12.50% 50.00% 50.00%	10.34% 44.83% 31.03% 10.34% 3.45% 28.57% 25.00% 0.00% 7.14% 46.43% 7.14%	15.109 30.309 27.279 15.159 12.129 18.189 39.399 18.189 6.069 12.129 36.369 15.159 30.309 6.069
My manager takes an active interest in my wellbeing Strongly agree 16.81% 11.05% 8.82% 0.00% 0.00% 0.00% 0.00% 3.45% 12.67% 3.45% 3.4	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 5.03% 23.96% 42.60%	13.94% 40.87% 21.15% 6.73% 16.02% 46.60% 18.93% 10.63% 40.10% 25.60% 19.32% 4.35% 4.35% 41.55%	5.88% 26.47% 11.76% 14.175% 2.94% 55.88% 20.59% 11.76% 8.82% 20.59% 41.18% 26.47% 20.59% 41.88% 41.88% 47.06%	25.00% 44.44% 8.33% 2.78% 51.43% 14.29% 8.57% 2.86% 41.67% 41.67% 5.56% 0.00% 33.33% 33.33% 36.11%	11.76% 64.71% 11.76% 0.00% 23.53% 64.71% 5.88% 0.00% 17.65% 23.53% 0.00% 0.00% 23.53% 5.82% 23.53% 5.82% 5.8	18.75% 31.25% 31.25% 18.75% 0.00% 50.00% 6.25% 18.75% 0.00% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25%	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 25.00% 0.00% 7.14% 25.00% 46.43% 7.14% 44.29% 28.57%	15.109 30.309 27.279 15.159 18.189 39.399 18.189 6.069 12.122 36.369 15.159 30.309 6.069 24.249 33.339
Strongly agree 16.81% 11.069% 8.82% 13.44% 11.76% 6.25% 3.45% 12.46% 3.45% 12.46% 3.45% 12.46% 3.45% 12.46% 3.45% 3.45% 12.46% 3.45% 3	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed	Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Oisagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 41.90% 24.21% 15.33% 5.03% 23.96% 42.60% 18.30%	13.94% 40.87% 17.31% 6.73% 16.02% 46.60% 15.05% 3.40% 10.63% 40.10% 25.60% 4.35% 20.77% 41.55% 22.71%	5.88% 26.47% 11.76% 41.18% 2.94% 20.59% 11.76% 41.18% 26.47% 20.59% 8.82% 8.82% 8.82% 47.06% 26.47% 26.47% 27.47%	25.00% 44.44% 8.33% 2.78% 51.43% 14.29% 8.57% 2.86% 19.44% 33.33% 5.56% 0.00% 36.11% 33.33% 22.22%	11.76% 64.71% 11.76% 0.00% 23.53% 64.71% 5.88% 5.88% 5.88% 5.88% 23.53% 0.00% 0.00% 23.53% 17.65% 23.53% 17.65%	18.75% 31.25% 18.75% 0.00% 50.00% 6.25% 12.50% 0.00% 50.00% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25%	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 25.00% 14.29% 25.00% 46.43% 14.29% 28.57% 35.77%	15.109 30.309 27.279 15.159 12.129 18.189 39.399 18.1889 6.069 12.129 36.369 15.159 30.309 6.069 24.249 33.333
Neither agree or disagree 13.8 M/s 12.60% 20.59% 22.22% 0.00% 31.25% 44.83% 18.8	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job	Agree Disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Disagree Neither agree or disagree Neither agree or disagree Neither agree or disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 41.90% 24.21% 15.33% 5.03% 42.60% 42.60% 42.60% 42.60% 5.21%	13.94% 40.87% 21.15% 17.31% 6.23% 16.02% 18.93% 15.05% 3.40% 25.60% 19.32% 40.10% 40.10% 43.50% 22.71% 10.63% 4.35% 4.35%	5.88% 26.47% 41.18% 41.18% 47.18% 55.88% 55.88% 8.82% 26.47% 2.94% 41.18% 2.94% 41.18% 2.44% 41.18% 2.44% 41.18% 2.44% 41.18% 41	25.00% 44.44% 19.44% 8.33% 51.43% 51.43% 14.29% 8.57% 2.86% 41.67% 33.33% 36.11% 36.11% 36.11% 36.11% 36.11% 36.11% 36.11% 36.11% 36.11% 36.11% 36.11%	11.76% 64.71% 11.76% 0.00% 23.53% 64.71% 5.88% 0.00% 23.53% 5.88% 0.00% 23.53% 58.82% 23.53% 0.00% 0.00% 23.53% 17.65% 58.82% 17.65% 17.65% 17.65% 17.65% 17.65% 17.65%	18.75% 31.25% 13.25% 18.75% 50.00% 50.00% 61.25% 61.25% 62.50% 62	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 27.14% 14.29% 25.00% 46.43% 14.29% 25.00% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29%	15.109 30.309 27.279 15.159 15.159 18.189 18.189 18.189 12.129 36.369 15.159 30.309 6.069 24.249 33.339 18.189
What is expected of me in my work is made Disagree 13.88% 11.56% 11.76% 6.25% 13.79% 12.70% 13.79% 1	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job	Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% 11.43% 90.62% 43.53% 41.90% 24.21% 15.33% 5.03% 18.30% 10.03% 10.03% 10.03% 10.03%	13.94% 40.87% 121.53% 16.02% 46.60% 15.05% 15.05% 40.10% 19.32% 40.10% 19.32% 10.63% 40.10% 10.63%	5.88% 26.47% 41.18% 41.18% 41.18% 55.88% 20.59% 11.76% 8.82% 20.59% 41.18% 26.47% 41.18% 8.82% 42.64.7% 47.06% 8.82% 8.82% 8.82% 8.82% 8.82%	25.00% 44.44% 8.33% 22.86% 51.43% 8.57% 41.67% 33.33% 5.56% 33.33% 33.33% 33.33% 33.33% 33.33% 33.33% 33.33%	11.76% 64,71% 11.76% 0.00% 5.88% 0.00% 17.65% 23.53% 0.00% 23.53% 10.00% 23.53% 11.76% 11.76% 11.76%	18.75% 31.25% 18.75% 18.75% 50.00% 50.00% 6.25% 18.75% 25.00% 50.00% 6.25% 6.2	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 25.00% 7.14% 46.43% 7.13% 14.29% 28.57% 25.00% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29% 14.29%	15.109.03 27.27% 15.15% 15.15% 15.15% 16.16% 16.06% 16.06% 16.06% 16.16%
Strongly agree 24.58% 16.43% 12.12% 36.11% 11.76% 13.75% 13.79% 13.89% 14.67% 58.82% 43.75% 24.14% 33.89% 14.67% 58.82% 43.75% 24.14% 33.89% 14.67% 58.82% 43.75% 24.14% 33.89% 36.36% 16.67% 23.533% 25.00% 44.83% 24.89% 2	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job	Agree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Agree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.73% 90.62% 13.53% 41.93% 41.90% 24.21% 15.33% 23.96% 42.60% 10.03% 5.21% 18.30% 10.03% 5.21%	13.94% 40.87% 40.87% 17.31% 17.31% 16.02% 17.31% 16.02% 16	5.88% 26.47% 41.176% 41.18% 41.18% 55.88% 55.88% 41.18% 41.18% 41.18% 42.0.59% 8.82% 47.06% 47.06% 8.82% 47.06% 8.82% 55.88%	25.00% 44.44% 8.33% 2.78% 51.43% 14.29% 8.57% 41.67% 3.33% 5.56% 0.00% 3.3333 3.33% 22.22% 8.33% 0.00% 9.00%	11.76% 64,71% 11.76% 0.00% 23.53% 64,71% 5.88% 0.00% 17.65% 23.53% 0.00% 23.53% 52.94% 11.76% 0.00% 11.76% 0.00%	18.75% 31.25% 13.125% 18.75% 18.75% 18.75% 10.00% 5.000% 12.50% 5.000% 5.000% 5.000% 5.000% 5.000% 5.000% 6.25% 6.	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 2.5.00% 7.14% 46.43% 14.29% 25.00% 47.34% 14.29% 35.714% 35.714% 35.714% 36.714% 36.714%	15.109.101.101.101.101.101.101.101.101.101
Agree 33.6% 43.00% 36.36% 14.67% 58.82% 43.75% 24.14% 33. Neither agree or disagree 19.90% 26.57% 30.36% 16.67% 23.53% 25.00% 48.83% 22. Disagree 10.42% 9.18% 9.09% 2.78% 5.88% 12.50% 10.34% 18. Strongly disagree 5.66% 48.83% 6.06% 2.78% 0.00% 0.00% 6.50% 18. Strongly agree 19.43% 11.65% 6.06% 25.00% 6.25% 12.50% 34.55% 18. Agree 34.67% 36.41% 36.36% 13.89% 50.00% 13.75% 27.59% 21. Neither agree or disagree 12.2.45% 24.76% 21.21% 52.00% 52.00% 13.75% 48.83% 18. Agree 15.66% 20.87% 27.27% 11.11% 12.50% 25.00% 17.24% 31. Neither agree or disagree 16.62% 13.04% 11.76% 16.67% 11.76% 18.55% 10.00% 6.50% 19.00	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly disagree Disagree Neither agree or disagree Neither agree or disagree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.73% 90.62% 11.43% 90.62% 24.21% 15.33% 23.96% 42.60% 18.30% 10.03% 16.61% 16.61% 16.61% 16.67% 18.47%	13.94% 0.87%	5.88% 26.47% 41.15% 41.75% 82.5% 82.5% 47.06% 8.82% 47.06% 8.82% 47.06% 8.82% 47.06% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 8.82% 9.5588% 20.59% 11.76% 8.82%	25.00% 44.44% 8.33% 22.86% 8.33% 22.86% 8.35% 22.86% 8.57% 24.86% 25.86%	11.76% 64.71% 11.76% 11.76%, 11.76%, 64.71% 5.88% 5.88% 0.00% 17.65% 0.00% 0.00% 17.66% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00%	18.75% 31.25% 18.75% 18.75% 18.75% 5.00% 5.0	10.34% 44.83% 31.03% 10.34% 10.34% 17.86% 28.57% 28.57% 29.50% 7.1.44% 14.29% 26.50% 27.144% 46.43% 14.29% 34.48% 34.48% 34.48%	15.109.10 15.109.10 15.109.10 15.109.10 15.109.10 15.159
Neither agree or disagree 19.9% 26.57% 36.36% 16.67% 23.53% 25.00% 44.83% 24.25% 25.00% 25.00% 27.8% 5.88% 12.50% 10.34% 11.65% 27.8% 27.50% 27.8% 27.5% 27.	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made	Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Netther agree or disagree Disagree Netther agree or disagree Disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.5666 19.73% 43.65% 19.19.75% 11.43% 90.62% 11.43% 41.90% 24.21% 13.53% 41.90% 42.60% 18.30% 15.33% 42.60% 18.30% 16.81% 46.76% 18.47% 13.88% 40.88%	13.94% 42.87% 20.87% 15.34\% 15.34\% 15	5.88% 26.47% 41.176% 41.18% 55.88% 11.76% 42.94% 41.18% 2.94% 41.18% 20.59% 42.647% 8.82% 8.82% 8.82% 8.82% 11.76% 8.82% 8.82% 11.76% 8.82%	25.00% 44.44% 8.33% 27.84% 8.33% 22.86% 8.57% 8.57% 8.57% 8.57% 9.44% 9.56% 9.	11.76% 64.71% 11.76% 11.76% 11.76% 64.71% 11.76% 64.71% 5.88% 5.88% 5.88% 5.88% 0.00% 17.65% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00% 0.00% 11.76% 0.00%	18.75% 31.25% 18.75% 18	10.34% 44.33% 31.03% 10.34% 3.45% 28.57% 28.57% 27.14% 14.29% 25.00% 46.43% 14.29% 35.71% 35.71% 42.85% 34.45% 34.45% 34.45% 34.45%	15.109.03 27.77 15.139.03 27.77 15.139.03 18.1818.181.181.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183 18.183.183
Strongly disagree 5.64% 4.83% 6.06% 2.78% 0.00% 0.00% 6.90% 18	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made	Agree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Agree Agree Agree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 19.57% 11.43% 90.62% 13.53% 24.21% 24.21% 15.33% 23.96% 42.60% 18.30% 18.30% 16.81% 42.60% 18.30% 42.60% 18.30% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 42.60% 43.88% 40.8% 40.8%	13.94% (A) 27% (A) 21.54% (A) 21.	5.88% (26.47% (11.76% (41.26%	25.00% 44.44% 8.33% 22.86% 51.42% 14.29% 19.44% 41.67% 0.00%	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 64.71% 5.88% 5.88% 5.88% 23.53% 0.00% 23.53% 17.65% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00%	18.75% 11.25% 11.25% 12.50% 13.12%	10.34% 44.83% 31.03% 10.34% 17.86% 17.86% 28.57% 28.57% 27.14% 46.43% 7.149% 28.57% 35.71% 35.71% 31.79% 3.45% 3.45% 3.45%	15.109.101.101.101.101.101.101.101.101.101
Strongly agree 13 43% 11.65% 6.06% 25.00% 6.25% 12.50% 3.45% 18.	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me	Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Disagree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.73% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 23.96% 42.60% 10.03% 23.96% 42.60% 18.30% 18.30% 46.76% 18.38% 46.76% 18.84% 46.76% 18.84% 46.76% 19.90%	13.94% (A) 27% (A) 21.95% (A) 21.	5.88% 26.47% 41.17% 41.17% 41.18% 2.94% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 26.47% 20.59% 8.82% 41.18% 8.82% 41.18% 8.82% 41.18% 8.82% 15.88% 11.76% 36.36% 36.36% 36.36% 36.36% 36.36%	25.00% 8.33% 19.44% 8.33% 22.86% 19.44% 14.95% 14.95% 15.43% 14.29% 15.43% 15.4	11.76% 64.71% 11.76%	18.75% 11.25% 11.25% 11.25% 12.25% 18.75% 18.75% 18.75% 10.00% 12.50% 12	10.34% 44.83% 31.03% 10.34% 17.86% 17.86% 28.57% 20.57% 20.714% 46.43% 7.149% 28.57% 35.71% 35.71% 31.79% 34.48% 44.83% 13.79% 24.14%	15.109.109.109.109.109.109.109.109.109.109
My manager would be quick to respond if I showed signs of being under too much pressure Strongly disagree 16.36% 20.87% 27.27% 11.11% 12.50% 25.00% 17.24% 33.36% 31.36%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my	Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Strongly agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Strongly agree Disagree Strongly agree Strongly agree Agree Nether agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Nether agree or disagree Disagree Strongly agree Agree Nether agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Disagree Disagree Disagree Disagree Disagree Disagree	16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 11.43% 90.62% 13.53% 43.65% 24.21% 15.33% 5.03% 5.21% 16.81% 42.60% 18.30% 18.30% 18.30% 18.30% 18.30% 5.21% 18.30% 5.21% 19.50% 18.30% 19.30% 19.30% 19.30% 10.30%	13.94% 40.87% 17.31% 16.02% 17.31% 16.02% 17.31% 16.02% 18.93% 16.02% 18.93% 16.02% 18.93% 10.63% 10	5.88% 26.47% 41.176% 41.18% 2.94% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.16% 41.18% 20.59% 41.18% 41.	25.00% 44.44% 8.33% 8.33% 22.28% 8.57% 33.33% 33.33% 36.11% 32.22% 8.60% 6.00% 6.11% 8.33% 6.11%	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 5.88% 0.00% 0.00% 17.65% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 11.76% 11.76% 5.82% 5.88% 5.88% 5.88% 5.88% 5.88% 5.88% 5.88%	18.75% 31.25% 31.25% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 18.75% 19.00% 19	10.34% 44.33% 31.03% 10.34% 10.34% 17.86% 28.57% 28.57% 28.57% 27.14% 46.33% 47.14% 46.33% 48.34% 48.35% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45% 34.45%	15.109.03 27.37 15.1559 15.1559 16.1559 18.1898 18.1898 16.0606 17.12122 17.1222
My manager would be quick to respond if I showed signs of being under too much pressure 15.65% 20.87% 27.27% 11.11% 12.50% 25.00% 17.24% 31.30% 31.00% 3	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.55% 19.73% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 5.03% 41.90% 18.30% 18.30% 19.30% 18.30% 18.30% 18.30% 18.30% 19.30% 19.30% 10.42% 5.64% 19.90% 19.42% 5.64%	13.94% 40.87% 40.87% 17.31% 16.02% 17.31% 16.02% 18.93% 16.02% 18.93% 16.02% 18.93% 15.05% 15.05% 16.03% 40.00% 15.05% 16.03% 40.00% 17.05% 16.03% 40.00% 17.05% 17	5.88% 26.47% 11.76% 11.76% 11.76% 12.05% 12.	25.00% 8.33% 14.29% 2.286% 0.00% 3.33% 3.33% 3.33% 5.55% 0.00% 2.22.22% 6.00% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 3.33% 5.55% 0.00% 3.33% 0.00% 3.33% 0.00% 3.33% 0.00% 3.33% 0.00% 3.33% 0.00% 3.33% 0.00% 3.33% 0.00%	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 0.00% 17.65% 23.53% 0.00% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 11.76% 58.82% 5.882% 5.882% 5.882% 5.882% 5.883% 5.882% 5.883% 5.885%	18.75% 31.25% 31.25% 18.75%	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 27.14% 14.29% 28.57% 35.71% 34.48% 34.48% 34.48% 44.83% 10.34% 6.30%	15.109.00 15.109.00 15.109.00 15.109.00 15.109.00 15.159
Strongly agree 18.62% 13.04% 11.76% 16.67% 11.76% 18.75% 10.24% 18. Agree 22.89% 30.43% 20.59% 41.67% 35.29% 43.75% 10.24% 18. Agree 22.89% 30.43% 20.59% 41.67% 35.29% 43.75% 15.75% 21. Molecular 20.50%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Strongly agree Strongly disagree	16.11% 13.36% 18.116 15.86% 19.73% 19.57% 19.57% 11.43% 90.62% 24.21% 11.43% 5.03% 24.21% 15.33% 41.90% 42.60% 10.03% 42.60% 10.03% 42.60% 10.03% 43.65% 44.90% 45.21% 15.33% 46.76% 19.90% 10.42% 5.64% 19.90% 10.42% 5.64% 19.43%	13.94% 13.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.95% 15	5.88% 26.47% 41.176% 41.18% 55.88% 12.94% 11.76% 8.82% 2.94% 41.18% 62.647% 20.59% 8.82% 8.82% 8.82% 8.82% 11.76% 8.82% 8.82% 8.82% 9.94% 12.12% 9.94% 12.12% 9.95% 13.636% 16.66% 16.66% 16.66%	25.00% 25	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 64.71% 5.88% 5.88% 5.88% 17.65% 23.53% 0.00% 17.65% 23.53% 0.00% 11.76%	18.75% 11.25% 11.25% 12.50% 12.50% 13.125%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 29.500% 7.14% 14.29% 25.00% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45%	15.10% 15.10% 15.10% 15.10% 15.10% 15.10% 15.15% 15.
Agree 32.89% 30.43% 20.59% 41.67% 35.29% 43.75% 17.24% 27 Nether agree or disagree 31.21% 36.23% 47.00% 30.56% 35.29% 18.75% 55.17% 21. Disagree 11.21% 14.01% 11.76% 8.33% 17.65% 12.50% 10.34% 24. My manager is an excellent role model for me Strongly disagree 6.07% 6.28% 8.82% 2.78% 0.00% 6.25% 6.90% 32. Strongly agree 15.86% 12.01% 5.88% 19.44% 11.76% 12.50% 6.90% 32. Agree 39.73% 30.29% 26.47% 44.44% 11.76% 12.50% 5.80% 12.20% 13.79% 30. Nether agree or disagree 26.71% 34.62% 32.35% 22.22% 29.41% 43.75% 58.62% 24. Disagree 13.26% 16.35% 20.59% 11.11% 17.65% 12.50% 10.34% 24. Disagree 13.26% 16.35% 20.59% 11.11% 17.65% 12.50% 10.34% 24. Strongly disagree 4.44% 6.73% 14.71% 2.78% 0.00% 6.25% 10.34% 9. Strongly disagree 4.44% 6.73% 14.71% 2.78% 0.00% 6.25% 10.34% 18. Agree 41.50% 43.75% 55.88% 55.00% 22.53% 18.75% 10.34% 18. Agree 41.50% 43.75% 55.88% 55.00% 22.53% 18.75% 10.34% 18. Agree 41.50% 43.75% 55.88% 55.00% 22.53% 18.75% 10.34% 18. Agree 11.05% 11.06% 2.94% 11.11% 11.76% 0.00% 6.90% 24. Nether agree or disagree 11.05% 11.06% 2.94% 11.11% 11.76% 0.00% 6.90% 24. Strongly disagree 6.45% 6.73% 14.71% 2.78% 0.00% 0.00% 18.79% 39. Strongly disagree 11.05% 11.06% 2.94% 11.11% 11.76% 0.00% 6.90% 24. Agree 41.54% 42.23% 29.41% 55.56% 64.71% 62.50% 20.69% 30. Nether agree or disagree 11.05% 11.06% 2.94% 11.11% 11.76% 0.00% 6.90% 24. Agree 41.54% 42.23% 29.41% 55.56% 64.71% 62.50% 20.69% 30. Nether agree or disagree 15.86% 6.73% 14.71% 2.78% 0.00% 0.00% 13.79% 30. Nether agree or disagree 15.85% 6.63% 32.04% 44.12% 13.89% 17.55% 15.72% 33. My manager exhibits the CREATE values the majority 0.566 6.69% 8.25% 5.88% 5.56% 5.88% 15.50% 17.72% 33.	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed	Agree Strongly agree Strongly agree Signee Strongly agree Agree Oisagree Strongly agree Agree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.56% 19.73% 11.43% 90.62% 13.53% 43.65% 24.21% 15.33% 23.96% 44.90% 42.60% 18.30% 18.30% 18.30% 42.60% 18.30% 42.60% 19.30% 42.60% 19.30% 43.67% 46.76% 19.90% 19.	13.94% 42.5% 42.5% 43.3%	5.88% 26.47% 41.176% 41.18% 2.94% 14.77% 2.94% 11.76% 8.82% 2.94% 41.18% 26.47% 20.59% 8.82% 8.82% 11.176% 8.82% 8.82% 11.12% 8.82% 8.82% 6.6.6% 6.6.6% 6.6.6% 6.6.6% 6.6.6%	25.00% 44.44% 8.33% 22.86% 8.33% 32.286% 8.35% 33.33% 33.3	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 64.71% 64.71% 5.88% 5.88% 6.88% 6.00% 17.65% 6.00% 11.76% 6.00% 11.76% 6.00% 11.76% 6.00% 11.76% 6.00% 6.00% 11.76% 6.00% 6.00% 11.76% 6.00% 6.00% 11.76% 6.00% 6.00% 11.76% 6.00%	18.75% 31.25% 31.25% 18.75%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 17.86% 28.57% 28.57% 28.57% 27.14% 14.29% 25.00% 46.43% 46.43% 46.43% 46.43% 46.43% 46.43% 47.14% 48.34% 48.39%	15.109.10
Neither agree or disagree 31.21% 36.23% 47.06% 30.56% 35.29% 18.75% 55.17% 22.15% 10.34% 22.27%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Disagree Strongly disagree	16.11% 13.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 13.53% 41.03% 42.03% 42.03% 43.65% 42.03% 43.65% 44.90% 42.21% 15.33% 42.60% 42.60% 42.60% 42.60% 43.65% 44.60% 45.64% 46.76% 18.84% 19.90% 46.76% 19.43% 46.76% 19.43% 46.76% 19.43% 46.76% 19.43% 47.65% 19.43% 48.46% 19.43% 49.45% 19.43%	13.94% (AST% 21.15% (AST%) (AS	5.88% 26.47% 41.17% 41.176% 41.18% 2.94% 20.59% 20.59% 20.59% 20.47% 20.47% 20.59% 8.82% 41.18% 8.82% 41.18% 8.82% 41.18% 8.82% 41.176% 8.82% 8.	25.00% 8.33% 22.86% 8.33% 22.86% 6.00% 6.0	11.76% 64.71% 11.76% 11	18.75% 31.25% 31.25% 18.75%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 17.86% 28.57% 28.57% 29.500% 7.14% 46.43% 7.149% 14.29% 28.57% 35.71% 35.71% 31.379% 24.14% 44.83% 13.79% 24.14% 44.83% 17.24%	15.109.03.03.03.03.03.03.03.03.03.03.03.03.03.
My manager is an excellent role model for me Strongly disagree 6.0% 6.28% 8.82% 2.78% 0.00% 6.25% 6.90% 12	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed	Agree Strongly agree Strongly agree Strongly agree Agree Strongly agree Agree Strongly agree Agree Strongly agree Strongly agree Agree Strongly agree Agree Strongly agree Strongly disagree Strongly disagree Strongly agree Strongly agree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Nether agree or disagree Disagree Strongly disagree	16.11% 13.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 13.53% 41.03% 42.21% 11.43% 5.03% 24.21% 11.43% 15.33% 41.90% 42.60% 42.60% 42.60% 42.60% 42.60% 43.52% 44.90% 45.21% 46.76% 46.76% 47.96% 48.47% 46.76% 48.47% 46.76% 49.43% 40.42% 40.	13.94% 13.94% 17.31% 18.93% 16.02% 17.31% 16.02% 16	5.88% 26.47% 41.176% 41.18% 2.94% 20.59% 20.59% 20.59% 20.47% 20.47% 20.47% 20.59% 3.82% 41.18% 36.36% 36.36% 36.36% 40.9	25.00% 8.33% 22.286% 0.00% 8.333% 333% 6.00% 5.56% 6.2222% 8.333% 6.00% 6.66% 6.2222% 8.333% 6.00% 6.66% 6.2222% 8.333% 6.00% 6.66% 6.2222% 8.333% 6.00% 6.66% 6.66% 6.66% 6.2222% 6.222	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 5.88% 5.88% 6.00% 6.00% 6.00% 11.76% 6.00% 11.76% 11.76% 11.76% 58.82% 5.88% 6.25%	18.75% 11.25% 11.25% 12.50%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 28.57% 29.07% 7.14% 46.42% 7.14% 35.71% 34.12% 34.14% 44.83% 13.79% 44.83% 10.34% 6.50% 6.50% 6.50%	15.109.03.03.03.03.03.03.03.03.03.03.03.03.03.
Strongly agree 15.86% 12.01% 5.88% 19.44% 11.76% 12.50% 6.90% 12.20% 12.01% 5.88% 19.44% 11.76% 12.50% 6.90% 13.79% 30.02% 26.47% 44.44% 41.18% 25.00% 13.79% 30.02% 26.47% 44.44% 41.18% 25.00% 13.79% 30.02% 26.47% 44.48% 41.18% 25.00% 13.79% 30.02% 26.27% 27.22% 29.41% 43.75% 58.62% 24.02%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed	Agree Strongly disagree Strongly agree Agree Nether agree or disagree Disagree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.55% 19.73% 19.57% 11.43% 90.62% 13.53% 41.90% 24.21% 15.33% 5.03% 41.90% 18.30% 19.30% 18.30% 10.33% 42.65% 40.80% 42.65% 40.80% 40.8	13.94% 40.87% 17.31% 16.02% 17.31% 16.02% 17.31% 16.02% 18.93% 16.02% 18.93% 15.05% 15.05% 17.31% 17.05% 17	5.88% 26.47% 41.17% 41.17% 41.17% 2.94% 41.18% 20.59% 11.76% 8.82% 20.59% 41.18% 8.82% 8.82% 10.59% 8.82% 10.59% 8.82% 8.82% 10.59% 11.76% 6.06% 6.06% 6.06% 6.06% 6.06% 36.36% 21.21% 27.27% 27.27% 20.99%	25.00% 44.44% 8.33% 22.86% 8.33% 22.86% 8.57% 6.00% 6.	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 0.00% 0.00% 17.65% 6.00% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 0.00% 12.50% 0.00% 58.82% 58.82% 50.00% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 12.50% 6.25% 50.00% 53.29% 53.29%	18.75% 31.25% 31.25% 18.75%	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 28.57% 28.57% 28.57% 28.57% 28.57% 28.57% 28.57% 28.57% 31.42% 32.43% 34.48% 34.48% 34.48% 34.48% 34.48% 44.83% 10.34% 44.83% 11.24% 44.83% 10.34% 6.90% 48.85% 17.24% 6.90%	15.109.03.03.03.03.03.03.03.03.03.03.03.03.03.
Neither agree or disagree 26.71% 34.62% 32.35% 22.22% 29.41% 43.75% 58.62% 24.24%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Agree Strongly agree Strongly agree Strongly agree Agree Strongly disagree Strongly disagree Strongly agree Agree Strongly agree Strongly agree Agree Strongly agree Agree Strongly disagree	16.11% 13.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 11.33% 90.62% 24.21% 11.43% 5.03% 24.21% 11.03% 41.90% 42.60% 42.60% 42.60% 42.60% 42.60% 43.65% 43.65% 45.96% 45.96% 46.76% 47.96% 48.40% 48.84% 49.96% 49.96% 40.	13.94% 13.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.95% 15	5.88%. 26.47%. 11.76%. 41.18%. 2.94%. 2.94%. 2.0.59%. 2.0.59%. 3.2.41%. 3.2	25.00% 8.33% 22.86% 33.33% 33.33% 55.56% 6.00% 36.11% 24.22.22% 8.33% 14.29% 25.60% 36.11% 36.11% 26.22.22% 8.33% 16.67% 27.85% 25.00% 36.11% 16.67% 27.85% 25.00% 36.11% 26.22.22% 25.23% 25.20% 25.2	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.53% 5.88% 0.00% 0.00% 0.00% 17.65% 58.82% 11.76% 11.76% 58.82% 5.88% 0.00% 11.76%	18.75% 11.25% 11.25% 12.25% 12.25% 13.125%	10.34% 44.83% 31.03% 31.03% 17.86% 17.86% 28.57% 28.57% 28.57% 29.500% 14.29% 25.00% 25.00% 36.43% 44.83% 13.79% 34.48% 44.83% 13.79% 44.83% 13.79% 44.83% 13.79% 13.79% 14.29% 15.00% 15.00% 16.90% 17.24% 17.24% 10.34%	15.109.03.03.03.03.03.03.03.03.03.03.03.03.03.
Disagree 13.26% 16.35% 20.59% 11.11% 17.65% 12.50% 10.34% 2.4	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Agree Strongly agree or disagree Disagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly agree Agree Netther agree or disagree Disagree Strongly agree Agree Nether agree or disagree Disagree Strongly agree Agree Nether agree or disagree Disagree Strongly agree Agree Agree Agree Nether agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Nether agree or disagree Disagree Strongly disagree	16.11% 13.36% 18.116 15.86% 6.56% 19.73% 43.65% 19.75% 19.57% 11.43% 90.62% 24.21% 11.353% 41.90% 24.21% 13.53% 42.60% 19.33% 10.03% 42.60% 11.388% 42.60% 19.90% 10.33% 1	13.94% 13.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.95% 15	5.88% 26.47% 41.176% 41.18% 2.94% 41.18% 2.94% 11.76% 8.82% 2.94% 41.18% 26.47% 20.59% 8.82% 8.82% 41.18% 8.82% 8.82% 6.66% 6.66% 6.66% 6.66% 6.66% 6.66% 6.66% 6.12.12% 6.20.99% 11.176% 6.06%	25.00% 25	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 15.88% 15.88% 17.65% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 23.53% 25.26% 25.26% 26.25% 26.25% 27.55% 27.55% 28.27% 28.27% 29.27% 29.27% 20.00% 2	18.75% 18.75%	10.34% 44.83% 31.03% 31.03% 13.45% 17.86% 28.57% 28.57% 28.57% 29.500% 7.14% 14.29% 25.00% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 3.45% 44.83% 44.83% 44.83% 45.37% 46.90% 6.90% 6.90% 6.90% 6.90% 6.90%	15.109.101.101.101.101.101.101.101.101.101
My manager cares about how satisfied I am in my job Strongly disagree 4.44% 6.73% 14.71% 2.78% 0.00% 6.25% 10.34% 9.9	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree	16.11% 13.36% 18.11% 15.86% 6.56% 19.73% 19.57% 19.57% 19.57% 13.53% 43.65% 42.60% 42.21% 11.43% 45.03% 5.21% 18.30% 19.33% 42.60% 42.60% 42.60% 42.60% 43.65% 43.65% 43.65% 44.65% 46.76% 13.88% 46.76% 13.88% 46.76% 13.88% 46.76% 13.88% 46.76% 13.21% 13.88% 46.76% 11.21% 12.56% 15.56% 16.36% 19.30% 10.42% 11.21% 11.21% 11.21% 15.25% 16.36% 11.21% 11.21% 15.25%	13.94% 0.87% 21.15% 1.15	5.88% 26.47% 41.176% 41.18% 2.94% 41.18% 2.94% 20.59% 11.76% 8.82% 2.94% 41.18% 8.82% 41.18% 8.82% 41.18% 6.66% 6.66% 6.66% 6.66% 6.66% 6.66% 6.72,27% 6.99% 47.06% 47.06% 47.06% 4.706% 8.82%	25.00% 8.33% 22.25% 8.33% 25.26% 8.33% 22.27% 8.33% 25.26% 25.26% 25	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 0.00% 0.00% 0.00% 17.65% 58.22% 11.76% 11.76% 58.82% 50.00% 12.50% 6.25% 6.25% 11.76% 35.29% 11.76% 35.29% 17.65%	18.75% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25% 11.25%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 17.86% 28.57% 28.57% 28.57% 28.57% 27.14% 46.43% 7.149% 28.57% 35.71% 35.71% 31.79% 24.14% 44.83% 10.34% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90%	15.109.10 15.109.10 15.109.10 16
Agree	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure	Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.55% 19.73% 11.43% 90.62% 13.53% 43.55% 19.57% 11.43% 90.62% 13.53% 41.90% 15.33% 42.60% 18.30% 18.30% 19.90% 18.30% 19.90% 19.	13.94% (AST% 20.27% 20.	5.88% 26.47% 41.176% 41.18% 2.94% 41.18% 2.94% 20.59% 11.76% 8.82% 2.94% 41.18% 8.82% 41.18% 8.82% 41.18% 6.66% 6.66% 6.66% 6.66% 6.66% 6.66% 6.72,27% 6.99% 47.06% 47.06% 47.06% 4.706% 8.82%	25.00% 8.33% 22.28% 19.44% 55.00% 33.33% 19.44% 45.22% 41.11% 27.8% 27.8% 22.28% 19.44% 45.22% 41.67	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 12.353% 12.353% 12.353% 12.353% 13.765% 13.765% 13.765% 11.76% 11.76% 11.76% 11.76% 12.353% 12	18.75% 11.25% 11.25% 12.50% 12.50% 12.50% 13.25%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 17.86% 28.57% 28.57% 28.57% 28.57% 27.14% 14.29% 25.00% 46.43% 7.14% 35.71% 31.379% 34.48% 44.83% 13.79% 24.14% 44.83% 10.34% 6.90% 6.90% 6.90% 6.90% 6.90% 6.90%	15.101 15
Neither agree or disagree 21.00% 23.08% 20.59% 11.11% 11.76% 18.75% 44.83% 18	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.55% 19.73% 19.57% 11.43% 43.65% 19.57% 11.53% 43.65% 19.57% 11.43% 10.32% 11.43% 10.32% 11.43% 10.32% 11.43% 10.42% 10.	13.94% 40.87% 17.31% 16.02% 17.31% 16.02% 16.02% 16.02% 16.02% 16.02% 17.31% 16.02% 17.31% 16.02% 17.31% 16.02% 17.31% 16.02% 17.31% 17	5.88% 26.47% 11.76% 41.18% 2.94% 12.05% 20.59% 11.76% 8.82% 2.94% 41.18% 26.47% 20.59% 11.76% 8.82% 8.82% 10.59% 11.76% 6.66% 6.66% 6.66% 6.66% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76%	25.00% 44.44% 8.33% 22.86% 8.33% 22.86% 9.46% 9.	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 5.88% 0.00% 0.00% 17.65% 6.00% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 5.882% 5.882% 5.882% 5.885% 5.8	18.75% 31.25% 31.25% 18.75% 18.75% 18.75% 18.75% 18.75% 19.00% 12.50%	10.34% 44.83% 31.03% 10.34% 17.86% 28.57% 28.57% 29.00% 7.14% 46.43% 7.14% 46.43% 7.14% 34.48% 46.43% 13.79% 24.14% 10.34%	15.101 15
Strongly disagree 6.45% 6.73% 14.71% 2.78% 0.00% 0.00% 13.79% 1.79%	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Agree Strongly disagree Strongly disagree Strongly agree Agree Agree Strongly disagree	16.11% 13.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 11.33% 90.62% 24.21% 11.43% 5.03% 24.21% 11.43% 15.38% 41.90% 14.90% 14.90% 15.33% 10.03% 5.21% 16.81% 16.81% 16.81% 17.93% 18.80% 10.42% 19.43% 19.90% 10.42% 11.21%	13.94% 12.15% 15.25% 15	5.88%. 26.47%. 11.76%. 41.18%. 2.94%. 2.94%. 2.94%. 2.94%. 2.94%. 41.18%. 2.6.47%. 3.8.2%. 47.06%. 48.2%. 47.06%. 48.22%. 48.2	25.00% 8.33% 22.86% 8.33% 2.86% 8.33% 2.86% 8.33% 2.86% 8.35% 8.57% 2.86% 8.35% 8.57% 2.86% 8.35% 8.57% 2.86% 8.57% 2.86% 8.57% 2.86% 8.57% 2.86% 8.57% 2.86% 8.33	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 12.353% 12.353% 12.353% 13.55	18.75% 18.75% 11.25% 12.50%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 28.57% 28.57% 29.500% 14.29% 25.00% 46.43% 14.29% 28.57% 28.57% 34.48% 34.48% 34.48% 34.48% 34.48% 44.83% 13.79% 44.83% 10.34% 6.90%	15.101 15
Strongly agree 19.10% 12.62% 8.82% 22.22% 11.76% 6.25% 6.90% 21	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me	Agree Strongly disagree Signee Strongly agree Agree Agree Strongly agree Agree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	16.11% 13.36% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 11.33% 90.62% 24.21% 13.53% 41.90% 24.21% 13.53% 41.90% 42.60% 19.33% 10.03% 42.60% 19.33% 10.03% 10	13.94% 13.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.95% 15	5.88% 26.47% 41.18% 41.	25.00% 8.33% 22.86% 8.33% 22.86% 8.33% 23.86% 8.35% 8.	11.76% 64.71% 11.76%	18.75% 18.75% 11.25% 12.50%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 28.57% 29.50% 10.00% 21.42% 21.42% 21.42% 22.50% 23.43% 24.14% 24.14% 25.00% 26.90% 26	15.109.05 27.279.15 15.159.05 16.15.159.15 16.15.159.15 16.15.159.15 16.15.159.15 16.15.159.15 16.15.159.15 16.15.159.15 16.15.159.15 16.159.15 17.159.15 17.159.15 18.188.189.15 18.188.189.15 18.188.189.15 18.188.189.15 18.189.15
Agree 41.54% 42.23% 29.41% 55.56% 64.71% 62.50% 20.69% 30. Neither agree or disagree 26.63% 32.04% 44.12% 13.89% 17.65% 18.75% 51.72% 33. Disagree 6.90% 8.25% 5.88% 5.56% 5.88% 12.50% 17.74% 6	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager is an excellent role model for me	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree	16.11% 13.26% 18.11% 15.86% 19.73% 19.57% 19.57% 19.57% 11.43% 90.62% 13.53% 43.65% 42.60% 14.20% 16.31% 16.81% 16	13.94% 0.87% 0.87% 12.15% 17.31% 16.02% 16.02% 16.02% 18.93% 16.03% 19.32% 10.63	5.88% 26.47% 41.176% 41.18% 2.94% 41.18% 2.0.59% 20.59% 2.11.76% 8.82% 42.04% 41.18% 8.82% 42.05% 42.05% 42.05% 43.11.76% 6.06	25.00% 44.44% 8.33% 22.86% 9.30% 9.3	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 0.00% 0.00% 17.65% 58.22% 11.76% 11.76% 58.22% 11.76% 11.76% 58.22% 11.76%	18.75% 18.75%	10.34% 44.83% 31.03% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 28.57% 27.14% 46.43% 46.43% 46.43% 47.14% 48.48% 48.8%	15.109.03.03.03.03.03.03.03.03.03.03.03.03.03.
My manager exhibits the CREATE values the majority Disagree 6.90% 8.25% 5.88% 5.56% 5.88% 12.50% 17.24% 6	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager is an excellent role model for me	Agree Strongly agree or disagree Disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree	16.11% 13.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.73% 43.65% 19.57% 11.43% 90.62% 24.21% 13.53% 41.003% 42.60% 14.50% 23.96% 42.60% 19.93% 10.03% 45.66% 19.90% 10.03% 10	13.94% 13.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.94% 15.95% 15	5.88% 26.47% 11.76% 20.59% 11.76% 20.59% 11.76% 20.59% 20.59% 11.76% 20.59% 20.55% 20.	25.00% 44.44% 8.33% 22.86% 8.33% 22.86% 8.57% 6.00% 8.33% 14.29% 14.29% 15.14% 16.00%	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 12.353% 17.55% 10.00% 11.76%	18.75% 18.75%	10.34% 44.83% 31.03% 31.03% 31.03% 13.45% 12.85% 28.57% 28.57% 28.57% 29.50% 7.14% 14.29% 28.57% 34.48% 7.14% 3.45% 34.48% 44.83% 44.83% 44.83% 44.83% 45.17.24% 6.90% 6	15.109.10
	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have confidence in the leadership skills of my manager My manager would be quick to respond if I showed signs of being under too much pressure My manager is an excellent role model for me My manager is an excellent role model for me	Agree Strongly agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree	16.11% 43.36% 43.36% 18.11% 15.86% 6.55% 19.73% 19.57% 11.53% 43.65% 19.57% 11.53% 43.65% 19.57% 11.43% 5.03% 5.13% 5.03% 5.13% 11.43% 42.60% 18.30% 42.60% 18.30% 42.60% 18.30% 43.65% 42.65% 43.65% 43.65% 43.65% 44.65% 45.64% 15.36% 16.36% 16.36% 17.93% 18.62% 19.90% 19.90% 10.42%	13.94% 40.87% 17.31% 18.93% 16.02% 18.93% 16.02% 18.93% 16.02% 18.93% 16.02% 18.93% 16.03% 18.93% 16.03% 16	5.88% 26.47% 11.76% 41.18% 2.94% 11.76% 8.82% 20.59% 41.18% 26.47% 29.43% 41.18% 8.82%	25.00% 44.44% 8.33% 22.28% 8.33% 22.28% 9.00% 9.	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 5.88% 5.88% 5.88% 0.00% 0.00% 17.65% 6.00% 0.00% 11.76% 0.00% 11.76%	18.75% 31.25% 31.25% 18.75%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 29.00% 7.14% 46.43% 7.14% 46.43% 7.14% 34.48% 46.33% 13.79% 24.14% 46.30% 10.34%	15.109.101.101.101.101.101.101.101.101.101
5. 4370 5.0070 1.0070 0.0070 0.0070 5.4370 5	My manager	regarding my performance against my objectives My manager deals with issues head-on instead of avoiding conflict My manager ensures that I have the resources needed to do my job My manager takes an active interest in my wellbeing What is expected of me in my work is made completely clear to me I have conflidence in the leadership skills of my manager My manager would be quick to respond If I showed signs of being under too much pressure My manager is an excellent role model for me My manager cares about how satisfied I am in my job I feel conflident that my manager will deal with any issues that I raise with them	Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree	16.11% 13.16% 18.11% 15.86% 19.73% 19.73% 19.62% 19.57% 11.13% 10.03% 24.21% 11.03% 41.00% 12.396% 42.60% 12.396% 13.35% 10.03% 42.60% 12.396% 10.03%	13.94% 12.15% 15.25% 15	5.88% 26.47% 41.18% 2.94% 20.59% 47.06% 6.	25.00% 8.33% 22.86% 0.00% 33.33% 33.33% 0.00% 36.11% 46.67% 2.78% 22.22% 8.33% 22.22% 8.33% 25.00% 36.11% 46.67% 2.78% 25.00% 36.11% 46.67% 2.78% 25.00% 36.11% 37.22% 25.00% 36.11% 37.22% 25.00% 36.11% 37.22% 25.00% 36.11% 37.22% 25.00% 36.11% 37.22% 25.00% 36.22% 37.	11.76% 64.71% 11.76% 11.76% 11.76% 11.76% 11.76% 11.76% 12.353% 12.353% 12.353% 12.353% 12.353% 13.76% 13.76% 13.76% 14.76% 15.76% 15.76% 15.76% 16.75% 17.76%	18.75% 18.75%	10.34% 44.83% 31.03% 31.03% 10.34% 17.86% 28.57% 28.57% 28.57% 29.00% 7.14% 46.43% 7.14% 46.43% 7.14% 34.48% 46.33% 13.79% 24.14% 46.30% 10.34%	15.1091 15.1091 27.2791 15.1555 15.155

Colour key Most positive 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 Agree	5.91% 30.07%	2.94% 27.45%	0.00% 21.21%	25.00% 44.44%	0.00% 41.18%	0.00% 12.50%	3.45% 20.69%	9.38% 34.38%
	I have confidence in the leadership skills of the senior	Neither agree or disagree Disagree	34.80% 20.78%	40.69% 19.61%	57.58%	19.44% 8.33%	41.18% 5.88%	25.00% 37.50%	37.93% 37.93%	31.25% 15.63%
	leadership team	Strongly disagree	8.45%	9.31%	6.06%	2.78%	11.76%	25.00%	0.00%	9.38%
		Strongly agree Agree	13.04% 26.09%	1.48% 10.84%	6.06% 3.03%	22.86% 51.43%	0.00% 5.88%	0.00%	3.45% 3.45%	0.00% 18.75%
		Neither agree or disagree Disagree	47.83% 4.35%	35.96% 30.54%	48.48% 36.36%	14.29% 8.57%	47.06% 35.29%	18.75% 37.50%	37.93% 34.48%	21.88% 31.25%
	I have confidence in the leadership skills of members	Strongly disagree	8.70% 17.39%	21.18% 3.92%	6.06%	2.86% 19.44%	11.76% 5.88%	43.75% 6.25%	20.69% 3.45%	28.13% 6.25%
		Strongly agree Agree	52.17%	25.98%	27.27%	41.67%	17.65%	12.50%	20.69%	34.38%
	The senior leadershp team are visible and	Neither agree or disagree Disagree	8.70% 8.70%	31.37% 25.00%	33.33%	33.33% 5.56%	52.94% 17.65%	25.00% 25.00%	31.03% 34.48%	21.88% 25.00%
	approachable	Strongly disagree Strongly agree	13.04% 13.64%	13.73% 0.98%		0.00% 36.11%	5.88% 0.00%	31.25% 0.00%	10.34% 3.45%	12.50%
		Agree	27.27%	11.76%	9.09%	33.33%	11.76%	0.00%	10.34%	15.63%
		Neither agree or disagree Disagree	27.27% 18.18%	32.35% 28.92%	42.42%	22.22% 8.33%	47.06% 29.41%	25.00% 31.25%	34.48% 24.14%	28.13% 25.00%
	Members are visible and approachable	Strongly disagree Strongly agree	13.64% 13.04%	25.98% 1.48%	21.21% 3.13%	0.00% 19.44%	11.76%	43.75% 0.00%	27.59% 3.45%	28.13%
		Agree Neither agree or disagree	30.43% 39.13%	13.30% 46.80%	12.50% 50.00%	50.00% 22.22%	17.65% 52.94%	12.50% 25.00%	10.34% 41.38%	18.75% 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 Strongly agree	13.04% 13.04%	17.73% 1.96%		0.00% 36.11%	5.88%	43.75% 0.00%	27.59% 3.45%	15.63%
		Agree Neither agree or disagree	34.78% 30.43%	15.20% 52.45%		41.67% 16.67%	23.53% 47.06%	6.25% 62.50%	10.34% 44.83%	25.00%
	The senior leadership team consistently exhibit the	Disagree	8.70%	16.67%	24.24%	2.78%	23.53%	0.00%	31.03%	12.50%
	CREATE values	Strongly disagree Strongly agree	13.04% 13.04%	13.73% 0.99%	9.09% 0.00%	2.78% 25.00%	5.88% 0.00%	31.25% 0.00%	10.34% 3.57%	9.38%
		Agree Neither agree or disagree	26.09% 43.48%	7.88% 52.71%		38.89% 25.00%	11.76% 64.71%	0.00% 50.00%	7.14% 46.43%	6.25% 34.38%
	Members consistently exhibit the CREATE values when	Disagree	8.70% 8.70%	18.72%	18.18% 15.15%	11.11%	17.65%	18.75% 31.25%	21.43%	31.25%
	I directly interact with them	Strongly disagree		19.70% Operations and Customer	Customer	Libraries, Arts and	Revenue and	Information Technology	21.43% Community Protection and	Highways and
The council		Strongly agree	Council 3.43%	Directorate 0.50%	Services 0.00%	Heritage 2.86%	Benefits 0.00%	Services 0.00%	Enforcement 3.57%	Transport 0.00%
		Agree Neither agree or disagree	19.38% 39.11%	18.50% 35.50%	21.88% 34.38%	25.71% 42.86%	17.65% 58.82%	18.75% 25.00%	7.14% 35.71%	18.75% 37.50%
	Lam hanny with the direction the souncil is going to	Disagree Strongly disagree	26.42% 11.66%	31.00% 14.50%		22.86% 5.71%	11.76% 11.76%	31.25% 25.00%	39.29% 14.29%	25.00% 18.75%
	I am happy with the direction the council is going in	Strongly agree	2.74%	1.50%	0.00%	0.00%	0.00%	6.25%	0.00%	3.13%
		Agree Neither agree or disagree	17.12% 29.62%	14.00% 32.50%	12.50% 37.50%	25.71% 37.14%	11.76% 47.06%	25.00% 6.25%	10.71% 28.57%	9.38%
	On most occasions the Council tries to do what is best and isn't strictly governed by budget concers	Disagree Strongly disagree	31.68% 18.84%	27.50% 24.50%		28.57% 8.57%	17.65% 23.53%	12.50% 50.00%	39.29% 21.43%	34.38% 18.75%
	and strictly governed by budget concers	Strongly agree	3.95%	3.50%	0.00%	0.00%	0.00%	12.50%	3.57%	6.25%
		Agree Neither agree or disagree	41.34% 32.42%	37.00% 33.50%		60.00% 28.57%	29.41% 58.82%	25.00% 43.75%	21.43% 42.86%	43.75% 25.00%
	The majority of service areas and teams across the council work well together	Disagree Strongly disagree	16.30% 6.00%	20.00%	34.38% 9.38%	11.43% 1.00%	11.76% 0.00%	6.25% 12.50%	25.00% 7.14%	21.88% 3.13%
	council work went together	Strongly agree	10.10%	8.00%		11.43%	0.00%	18.75%	10.71%	3.13%
		Agree Neither agree or disagree	37.67% 34.93%	41.00% 29.50%	46.88% 18.75%	40.00% 42.86%	64.71% 11.76%	25.00% 25.00%	42.86% 35.71%	25.00% 37.50%
	I feel proud to work for the council	Disagree Strongly disagree	12.50% 4.79%	14.50% 7.00%	15.63% 6.25%	2.86%	17.65% 5.88%	18.75% 12.50%	7.14% 3.57%	25.00% 9.38%
		Strongly agree	4.28% 19.52%	1.99% 18.91%	0.00%	0.00%	0.00%	6.25%	3.57%	3.13%
		Agree								
		Neither agree or disagree	32.36%	29.85%		22.86%	29.41% 47.06%	0.00% 50.00%	10.71% 32.14%	15.63% 18.75%
	The council considers the views of me and my colleagues	Neither agree or disagree Disagree Strongly disagree				22.86% 28.57% 2.86%				
		Disagree Strongly disagree Strongly agree	32.36% 29.11% 14.73% 11.45%	29.85% 32.84% 16.42% 9.95%	21.88% 43.75% 15.63% 6.25%	28.57% 2.86% 8.57%	47.06% 11.76% 11.76% 5.88%	50.00% 18.75% 25.00% 6.25%	32.14% 39.29% 14.29% 14.29%	18.75% 40.63% 21.88% 9.38%
	colleagues	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33%	21.88% 43.75% 15.63% 6.25% 40.63%	28.57% 2.86% 8.57% 74.29% 14.29%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65%	50.00% 18.75% 25.00% 6.25% 25.00% 62.50%	32.14% 39.29% 14.29% 14.29% 39.29% 39.29%	18.75% 40.63% 21.88% 9.38% 31.25% 50.00%
		Disagree Strongly disagree Strongly agree Agree	32.36% 29.11% 14.73% 11.45% 45.98%	29.85% 32.84% 16.42% 9.95% 46.27%	21.88% 43.75% 15.63% 6.25% 40.63%	28.57% 2.86% 8.57% 74.29%	47.06% 11.76% 11.76% 5.88% 64.71%	50.00% 18.75% 25.00% 6.25% 25.00%	32.14% 39.29% 14.29% 14.29% 39.29%	18.75% 40.63% 21.88% 9.38% 31.25%
	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate	21.88% 43.75% 15.63% 6.25% 40.63% 34.38% 15.63% 3.13% Customer Services	28.57% 2.86% 8.57% 74.29% 14.29% 2.86%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits	50.00% 18.75% 25.00% 6.25% 25.00% 62.50% 6.25%	32.14% 39.29% 14.29% 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement	18.75% 40.63% 21.88% 9.38% 31.25% 50.00% 6.25%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer	21.88% 43.75% 15.63% 6.25% 40.63% 34.38% 15.63% 3.13% Customer Services	28.57% 2.86% 8.57% 74.29% 14.29% 0.00% Libraries, Arts and	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and	50.00% 18.75% 25.00% 6.25% 25.00% 6.25% 0.00% Information Technology Services 6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and	18.75% 40.63% 21.88% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and
Service Excellence	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Agree Mether agree or disagree	32.36% 29.11% 14.73% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57%	21.88% 43.75% 15.63% 6.25% 40.63% 34.38% 15.63% Customer Services 0.00% 64.52% 22.58%	28.57% 2.86% 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 25.71%	47.06% 11.76% 11.76% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 58.82% 23.53%	50.00% 18.75% 25.00% 6.25% 25.00% 62.50% 62.50% 6.25% 0.00% Information Technology Services 6.25% 50.00%	32.14% 39.29% 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 37.04% 29.63%	18.75% 40.63% 21.88% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 21.88%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 3.14%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24% 3.06%	21.88% 43.75% 15.63% 6.25% 40.63% 31.33% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00%	28.57% 2.86% 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00%	50.00% 18.75% 25.00% 6.25% 52.50% 6.25% 0.00% Information Technology Services 6.25% 50.00% 11.25% 50.00%	32.14% 39.29% 14.29% 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 37.04% 29.63% 0.00%	18.75% 40.63% 21.88% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 21.88% 6.25%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Neither agree or disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24%	21.88% 43.75% 15.63% 40.63% 34.38% 15.63% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00%	28.57% 2.86% 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 5.71%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 5.88% 5.8.82% 11.76%	50.00% 18.75% 25.00% 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology Services 6.25% 31.25% 50.00%	32.14% 39.29% 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 37.04% 29.63%	18.75% 40.63% 21.88% 9.38% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 21.88% 9.38% 6.25% 3.13%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents	Disagree Strongly disagree Strongly disagree Agree Disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24% 3.60% 3.61% 3.60% 3.03%	21.88% 43.75% 15.63% 40.63% 31.35% Customer Services 0.00% 64.52% 22.58% 12.00% 0.00% 3.23% 48.39%	28.57% 2.86% 8.57% 74.29% 14.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 25.71% 2.86% 2.86% 2.86%	47.06% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% 6.25% 50.00% 31.25%	50.00% 18.75% 25.00% 6.25% 6.25% 6.25% 6.25% 0.00% Information Technology Services 6.25% 31.25% 0.00% 12.50% 12.50% 12.55% 12.55% 18.75%	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% Community Protection and Enforcement 7.41% 37.04% 29.63% 25.93% 0.00% 44.44%	18.75% 40.63% 21.88% 9.38% 50.00% 6.25% 3.13% Highways and Transport 21.88% 9.38% 9.38% 6.25% 3.13%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Oisagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Neither agree or disagree Disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 3.14% 12.22% 34.79% 33.04% 18.01% 8.57%	29.85% 32.84% 9.95% 9.95% 33.33% 13.33% 2.45% Operations and Customer Directorate Directorate 28.67% 28.57% 12.24% 3.05% 3.61% 3.05% 3.03% 3.03% 3.03% 3.03% 3.03% 3.03%	21.88% 43.75% 15.63% 6.25% 40.63% 31.33% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00% 3.23% 48.39% 25.81% 22.58%	28.57% 2.86% 8.57% 74.29% 2.86% 0.00% Libraries, 4rts and Heritage 8.57% 5.71.4% 2.86% 2.86% 2.86% 34.29% 2.86% 2.86%	47.06% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.882% 23.53% 11.76% 0.00% 6.25% 5.000% 31.25% 12.50% 0.000%	\$0.00% 50.00% 50.00% 50.00% 6.25% 50.00% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 50.00% 11.25% 50.00% 12.50% 50.00% 12.50% 50.00% 12.50% 50.00% 12.50% 50.00% 12.50% 50.00% 12.50% 50.00% 50	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 29.63% 29.63% 40.00% 3.70% 44.44% 22.22%	18.75% 40.63% 21.88% 9.38% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 40.63% 3.13% 21.88% 9.38% 6.25% 3.13%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for	Disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree	32.36% 29.11% 14.73% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 34.79% 34.79% 34.79%	29.85% 32.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directories 46.77% 47.45% 12.24% 3.06% 36.08% 36.08% 36.08% 24.13%	21.88% 43.75% 15.63% 6.25% 40.63% 31.33% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00% 3.23% 48.39% 25.81% 22.58%	28.57% 2.86% 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 57.14% 25.71% 5.71% 4.29% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86%	47.06% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 23.53% 11.76% 0.00% 6.25% 50.00% 31.25% 12.50%	\$0.00% \$0.00% \$0.00% \$0.00% \$0.00% \$0.25% \$0.00% \$0.25% \$0.00% \$0.	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% Community Protection and Enforcement 7.41% 29.63% 20.00% 25.93% 44.44% 22.22%	18.75% 40.63% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 6.25% 3.13% 6.25% 3.13% 25.00%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances	Disagree Strongly disagree Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Neither agree or disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 34.79% 34.79% 35.99% 18.01% 18.01%	29.85% 23.84% 45	21.88% 43.75% 15.63% 34.38% 15.63% 34.38% 15.63% 20.00% 64.52% 12.90% 12.58% 12.90% 12.58% 12	28.57% 2.86% 8.57% 74.29% 14.29% 2.86% 0.00% Urraries, Arts and Heritage 57.14% 25.71% 57.714% 2.86% 2.86% 34.29% 2.86% 2.86%	47.06% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 23.53% 11.76% 0.00% 6.25% 50.00% 31.25% 12.50% 0.00%	\$5.0.00% \$18.75% \$25.00% \$6.25% \$6.25% \$0.00% \$6.25% \$0.00% \$1.75chnology \$ervices \$1.25% \$1.25% \$1.25% \$1.25% \$2.00% \$1.25% \$1.25% \$2.00% \$2.	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 0.00%	18.75% 40.63% 31.25% 50.00% 6.25% 3.13% 40.63% 40.63% 40.63% 40.63% 5.25% 3.13% 12.50% 6.25% 3.125% 6.25% 6.25% 6.25%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for	Disagree Strongly disagree Strongly disagree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Nether agree or disagree Disagree Nether agree or disagree Disagree Nether agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 33.16% 15.59% 33.04% 16.01% 5.59% 33.04% 18.01% 5.58% 33.06% 27.23% 22.86% 8.73%	29.85% 22.84% 16.42% 16	21.88% 13.75% 15.63% 15.63% 15.63% 15.63% 34.38% 34.38% 15.63% 3.13% Customer Services 0.00% 64.52% 12.90% 0.00% 32.33% 48.39% 22.58% 12.90% 0.00% 32.35% 15.65% 15	28.57% 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 57.14% 57.14% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 14.29%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 23.53% 11.76% 0.00% 58.22% 12.50% 0.00% 31.25% 12.50% 0.00% 50.00% 17.65% 5.88%	\$5.0.00% 50.00% 50.00% 50.00% 50.00% 52.50% 6	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 37.04% 29.53% 0.00% 25.53% 44.44% 22.22% 3.70% 3.70% 3.70% 4.444%	18.75% 40.63% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.85% 20.35% 21.85% 25.00% 3.13% 25.00% 3.125% 28.13% 28.13% 31.25% 28.13% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25% 31.25%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is	Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 2.39% 2.39% 2.39% 2.39% 42.41% 33.16% 5.59% 33.04% 5.59% 33.04% 8.57% 5.58% 35.06% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23% 27.23%	29.85% 23.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.43% Qperations and Customer Directorate 8.67% 28.57% 28.57% 28.57% 21.24% 3.06% 3.61% 3.06% 3.03% 3.03% 3.03% 3.03% 3.25% 4.10% 4.35% 4.3	21.88% 13.75% 15.63% 15.63% 15.63% 15.63% 34.38% 34.38% 31.78% 15.63% 0.00% 0.00% 0.22.58% 12.90% 0.22.58% 12.90% 0.22.58% 15.63% 0.00% 0.25.81% 0.00% 0.25.81% 0.00% 0.25.81% 0.00% 0.25.81% 0.00% 0.25.81% 0.00% 0.25.81% 0.00% 0.00% 0.25.81% 0.00% 0.00% 0.25.81% 0.00% 0.00% 0.25.81% 0.00% 0.00% 0.25.81% 0.00% 0.00% 0.00% 0.00% 0.25.81% 0.00% 0.00% 0.25.81% 0.00% 0.00% 0.00% 0.00% 0.25.81% 0.00%	28.67% 2.86% 8.57% 74.29% 2.86% 0.00% Libraries, 4rts and Heritage 8.57% 57.14% 57.14% 57.14% 25.71% 57.13% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 2.28% 34.29% 2.28% 34.29% 2.28%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 23.53% 11.76% 0.00% 6.25% 0.00% 0.00% 31.25% 0.00% 0.00% 12.50% 0.00% 0.00% 5.88% 0.00% 3.52%	\$5.0.00% 50.00% 50.00% 50.00% 50.00% 62.50% 6	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 37.04% 29.63% 25.93% 44.44% 22.22% 3.70% 3.70% 45.70% 3.70% 3.70% 3.70% 3.70% 3.70%	18.75% 40.63% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 21.88% 2.18% 2.50% 3.13% 2.50% 6.25% 3.13% 2.50% 6.25% 3.13% 3.13% 3.13% 3.13%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is	Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Disagree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly agree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 13.22% 3.14% 5.55% 36.06% 35.06% 35.06% 37.06%	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 2.49% 2.49% 2.49% 2.49% 2.57% 2.67% 2	21.88% 13.78% 15.63% 15.63% 15.63% 15.63% 34.38% 31.38% 15.63% 31.38% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 12.90% 10.00% 12.90% 12.90% 12.90% 12.90% 12.95% 13.23% 12.95% 15.63% 15.63% 15.63% 13.23% 15.63% 13.23% 15.63% 15	28.57% 2.86% 8.576 74.299 2.86% 0.00% Libraries, Arts and Heritage 8.57% 2.86% 2.57.13% 2.86% 2.	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 0.00% 31.25% 0.00% 11.76% 0.00% 11.76% 0.00% 11.76% 5.82% 5.82% 5.82% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%	\$5.0.00% \$5.0.00% \$5.0.00% \$6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 20.00% 25.93% 44.44% 22.22% 3.70% 25.93% 14.81% 48.15% 7.41%	18.75% 40.63% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 6.25% 3.13% 12.50% 3.125% 3.135% 12.50% 3.135% 12.50% 3.135% 3.135% 3.135%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely	Disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 18.01% 19.68% 33.06% 34.06% 35.06% 36.0	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 24.99% Operations and Customer Directorate E.S.77% 47.45% 28.57% 47.45% 3.06% 36.08% 21.13% 40.09% 31.35% 21.13% 35.95% 31	21.88% 13.78% 15.63% 15.63% 15.63% 15.63% 34.38% 15.63% 31.3% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00% 32.3% 48.39% 25.81% 25.81% 16.13% 45.66% 16.13% 35.46% 35	28.57% 8.57% 74.29% 2.86% 74.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 57.14% 57.14% 2.86% 2.86% 2.86% 2.86% 2.86% 2.2.86% 34.29% 2.86% 34.29% 34.2000%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 13.53% 13.53% 13.53% 13.53% 13.53% 13.53% 13.53% 13.53%	\$5.0.00% \$5.0.00% \$5.0.00% \$6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 29.63% 25.93% 25.93% 25.93% 25.93% 44.44% 22.22% 43.70% 48.15% 48.15% 7.41% 7.41% 7.41% 9.63%	18.75% 40.63% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.83% 40.63% 21.88% 6.25% 25.00% 31.35% 25.00% 31.25% 28.13% 34.38% 34.38% 34.38% 31.31% 31.250% 37.50% 37.50%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.72% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.06% 35.06% 35.06% 35.06% 37.06	29.85% 22.84% 16.42% 16	21.88% 43.75% 15.63% 15.63% 34.38% 31.38% 25.81% 20.00% 64.52% 12.90% 0.00% 3.23% 48.39% 25.81% 25.81% 25.81% 25.81% 3.23% 45.16% 3.23% 46.10% 3.23% 46.10% 3.23% 46.10% 3.23% 46.10% 3.23% 47.10% 3.23% 48.30% 3.23% 49.10% 3.23% 40.10% 40.10%	28.57% 8.57% 74.29% 2.86% 8.57% 74.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 57.14% 57.14% 57.14% 52.86% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 6.2.86% 34.29% 6.2.86% 34.28% 6.2.86% 34.28% 6.2.86% 34.28% 6.2.86% 34.28% 6.2.86% 34.28% 6.2.86% 34.28% 6.2.86% 34.28% 6.2.86% 6.2.86% 6.2.86%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 5.8.82% 5.8.82% 11.76% 0.00% 6.25% 50.00% 11.765% 12.50% 0.00% 5.8.82% 12.50% 0.00% 5.8.82% 11.765% 5.8.83% 11.765% 5.8.83% 11.765% 5.8.83% 11.765% 5.8.83% 11.765% 5.8.83% 11.765% 5.8.83% 11.765% 5.8.83% 11.765% 5.8.83% 0.00% 5.8.83%	\$5.0.00% \$5.0.00% \$5.0.00% \$18.75% \$2.5.00% \$62.50% \$6	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 0.00% 0.00% 0.00% 0.00% 29.63% 25.33% 25.33% 25.33% 25.33% 25.33% 14.81% 26.370% 27.41% 27.41% 28.52% 29.63% 3.70%	18.75% 40.637 9.38% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 21.88% 9.38% 6.25% 25.00% 31.25% 28.13% 12.50% 6.25% 18.75% 28.13% 31.33% 12.50% 37.50% 37.50% 37.50% 37.50% 37.50% 37.50% 31.35% 31.35%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to	Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Strongly disagree Strongly disagree Strongly agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly agree Strongly disagree Strongly agree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 12.22% 3.14% 12.22% 3.14% 12.22% 3.14% 12.23% 13.06% 18.06% 27.23%	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 2.49% 2.49% 2.49% 2.49% 3.05% 3	21.88% 43.75% 15.63% 15.63% 34.38% 3.13% Customer Services 0.00% 64.52% 12.95% 0.00% 3.23% 48.39% 22.58% 6.10% 3.23% 48.10% 6.10% 6.45% 6	28.57% 2.86% 8.575 74.29% 2.86% 0.00% Libraries, Arts and Heritage 14.29% 2.86%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 23.53% 11.76% 0.00% 31.25% 0.00% 31.25% 5.00% 0.00% 58.82% 17.65% 5.88% 0.00% 32.53% 11.76% 5.88% 5.88% 0.00% 11.76% 5.88% 5.88% 5.88% 0.00%	\$5.0.00% 5	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 7.14% Community Protection and Enforcement 7.41% 29.63% 40.00% 25.93% 44.44% 22.22% 3.70% 48.15% 7.41% 18.52% 29.63% 29.63%	18.75% 40.639 21.889 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 21.88% 6.25% 3.13% 25.00% 31.25% 28.13% 34.38% 12.50% 34.38% 12.50% 34.38% 12.50% 37.50% 37.50% 37.50% 37.50% 37.50% 37.50% 38.13%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents	Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 12.22	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 7.96% 2.49% 2.49% 2.49% 2.49% 2.49% 2.49% 2.49% 2.49% 2.49% 2.49% 3.35% 3.65% 3	21.88% 13.78% 15.63% 15.63% 15.63% 15.63% 34.38% 31.38% 15.63% 31.38% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 12.90% 10.00% 12.95% 12.95% 12.95% 15.63% 12.95% 15.63% 15	28.57% 2.86% 8.575 74.299 2.86% 0.00% Libraries, Arts and Heritage Heritage 25.71% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 2.86% 2.86% 34.29% 34.29% 34.29% 34.29% 34.29% 34.29% 34.29% 34.29% 34.29% 35.71% 37.14% 36.286% 37.14% 37.14% 37.14%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 58.82% 58.82% 58.82% 11.76% 0.00% 58.82% 11.76% 0.00% 58.82% 11.765% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 13.12% 13.12% 13.12% 13.12% 13.12% 13.15%	\$5.0.00% \$1.8.75% \$2.5.00% \$6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 29.63% 29.63% 20.00% 25.93% 40.44% 48.15% 48.15% 48.15% 48.15% 48.15% 29.63% 29.63% 3.70% 48.15% 48	18.75% 40.633 9.38% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 40.63% 6.25% 9.38% 6.25% 9.38% 6.25% 12.50% 6.25% 28.13% 12.50% 6.25% 18.75% 28.13% 34.38% 12.50% 3.13% 34.38% 34.38% 31.25%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by	Disagree Strongly disagree Agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 42.41% 33.16% 12.22% 3.14% 12.22% 12	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 2.49% Operations and Customer Directorate E.8.57% 47.45% 3.05% 47.45% 3.06% 3.06% 3.05% 3.11.35% 21.13% 21.1	21.88% 13.54% 15.63% 15.63% 15.63% 15.63% 15.63% 34.38% 15.63% 31.3% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 15.63% 12.95% 15.63% 12.95% 15.63% 12.95% 15.63% 12.95% 15.	28.57% 8.57% 74.29% 2.86% 8.57% 74.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 57.14% 57.14% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 2.86% 34.29% 3.2.86% 31.43% 2.2.86% 31.43% 3.2.86% 31.43% 3.2.86% 31.43% 3.2.86% 31.43% 3.2.86% 31.43% 3.2.86% 3.3.43%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 17.65% 1	\$5.0.00% 5.0.00% 5.0.00% 5.0.00% 5.0.00% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 5.0.00% 6.25% 6.2	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 29.63% 25.93% 25.93% 25.93% 25.93% 42.44% 22.22% 3.70% 25.93% 44.44% 48.15% 7.41% 18.52% 25.93% 18.52% 25.93% 3.70% 48.15% 3.70%	18.75% 40.633 9.38% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 40.63% 21.88% 9.38% 6.25% 3.13% 12.50% 6.25% 18.75% 28.13% 12.50% 6.25% 18.75% 28.13% 34.38% 12.50% 3.13% 34.38% 31.25% 3.13% 34.38% 31.25% 31.3% 31.3% 31.3%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree Strongly disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.06% 35.06% 35.06% 37.06% 37.06% 37.06% 38.77	29.85% 22.84% 16.42% 3.95% 46.27% 33.33% 2.49% Operations and Customer Directorate E.S.7% 32.85% 47.45% 3.05% 3.65	21.88% 13.5% 15.63% 15.63% 15.63% 15.63% 34.38% 31.3% 15.63% 3.13% 15.63	28.57% 2.86% 8.57% 74.29% 2.86% 0.00% Libraries, 4rts and Heritage 8.573 57.14% 57.14% 57.14% 52.573% 5.71% 5.71% 5.71% 5.71% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 3.44% 2.86% 3.44% 2.86% 3.14.29% 3.86% 3.14.3% 3.86% 3.14.3% 3.86% 3.14.3% 3.86% 3.8	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 5.8.82% 23.53% 11.76% 0.00% 6.25% 50.00% 31.25% 0.00% 31.25% 0.00% 31.25% 0.00% 31.25% 17.65% 17.65% 31.25% 17.65% 31.25% 31	\$5.0.00% \$5.0.00% \$5.0.00% \$6.25\% \$6.25\%	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 0.00%	18.75% 40.633 9.38% 9.38% 31.25% 50.00% 6.25% 3.13% Highways and Transport 21.88% 40.63% 40.63% 21.88% 9.38% 6.25% 3.13% 12.50% 31.25% 28.13% 34.38% 12.50% 37.50% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.25% 31.33% 31.35%
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by	Disagree Strongly disagree Strongly disagree Strongly disagree Strongly gree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 2.39% (2.39%) (3.316%) 42.41% 33.16% 42.41% 33.16% 42.41% 33.16% 42.41% 33.06% 42.41% 33.06% 8.73% 35.06% 8.73% 35.06% 8.73% 31.70% 9.98% 5.58% 8.73% 31.70% 9.98% 5.44% 31.66% 31.66% 31.66% 8.73% 31.70% 9.98% 61.41% 31.66% 31.66% 8.73% 31.70% 9.98% 5.44% 31.66%	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 2.49% 2.49% 2.49% 2.49% 2.49% 3.65% 3.65% 3.65% 3.65% 3.65% 3.55% 3.21.38% 3.23	21.88% 21.88% 31.3% 6.25% 34.38% 31.3% 6.25% 34.38% 31.3% 6.25% 34.38% 31.3% 6.45% 6	28.57% 2.86% 8.575 74.29% 2.86% 0.00% Libraries, Arts and Heritage 125.71% 5.71% 5.71% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 5.71% 4.29% 5.71% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 4.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.28% 5.25%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 0.00% 31.25% 0.00% 31.25% 0.00% 31.25% 12.50% 0.00% 32.353% 11.76% 0.00% 35.29% 47.06% 5.88% 0.00% 35.29% 47.06% 5.88% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 12.50%	50.00% 50.00% 6.25% 25.00% 6.25% 0.00% 6.25% 0.00% 6.25% 6.25% 6.25% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 11.25% 6.25% 12.50% 6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 40.00% 25.93% 44.44% 22.22% 3.70% 25.93% 44.44% 18.52% 3.70% 25.93% 48.15% 7.41% 18.52% 29.63% 18.52% 3.70% 29.63% 40.74% 18.52% 3.70% 3.70% 3.70% 3.70% 40.74% 40.7	18.75% 10.639 11.889 9.389 31.25% 50.000 6.25% 3.13% Highways and Transport 21.889 40.639 21.889 12.50% 31.25% 25.00% 31.25% 28.139 12.50% 34.389 12.50% 34.389 12.50% 34.389 34.389 34.389 34.389 34.389 31.25%
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Strongly agree Sitrongly agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Strongly disagree Disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 12.22% 3.14% 12.22% 3.14% 13.559% 34.79% 33.06% 12.22% 3.14% 13.559% 34.79% 34.79% 34.79% 35.79% 36.67% 36.67% 36.67% 36.67% 36.67% 36.67% 36.67% 37.69	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 15.95% 22.86% 33.33% 24.95% 22.86% 33.33% 24.95% 25.86% 25.86% 26.25% 26.	21.88% 43.75% 15.63% 6.25% 34.38% 31.38% 15.63% 3.13% Customer Services 0.00% 64.52% 22.58% 0.00% 3.23% 48.39% 48.39% 48.39% 48.39% 48.39% 48.39% 48.32% 6.45% 3.23% 48.39% 48.39% 48.39% 48.39% 48.39% 48.39% 6.45% 3.23% 6.45% 3.23% 9.68%	28.57% 2.86% 8.576 74.299 2.86% 0.00% Libraries, Arts and Heritage Heritage 25.71% 2.86% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 2.86% 43.714% 48.573%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 6.23% 58.82% 6.23% 58.82% 6.20% 6.25% 6.00% 58.82% 11.76% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 12.50% 6.00% 58.82% 17.65% 6.00% 58.88% 6.00% 58.88% 6.00% 58.88% 6.00% 6.00% 58.88% 6.00	\$5.0.00% \$18.75% \$25.00% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 29.63% 25.93% 25.93% 25.93% 22.22% 3.70% 25.93% 44.44% 22.22% 3.70% 25.93% 48.15% 48.15% 48.15% 48.15% 48.15% 48.15% 49.63% 3.70% 3.70% 40.74% 40.74% 3.70% 40.74% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70% 41.81% 3.70%	18.759 3.189 3.1255 5.000 3.137 3.139 4.6639 3.139 4.6639 2.1.889 3.250 3.139 2.1.889 3.250 3.139
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of	Disagree Strongly disagree Strongly disagree Agree Nether agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 42.41% 33.16% 12.22% 3.14% 18.01% 8.57% 5.59% 34.99% 33.06% 19.96% 33.06% 19.96% 31.07% 31.68% 6.14% 4.02% 19.66% 32.34% 55.66% 56	29.85% 22.84% 16.42% 9.95% 46.27% 33.33% 2.49% Operations and Customer Directorate E.S.77% 47.45% 3.06	21.88% 43.75% 15.63% 6.25% 34.38% 15.63% 3.13% Customer Services 0.00% 64.52% 22.58% 0.00% 0.00% 3.23% 48.39% 48.39% 0.00% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.23% 45.16% 3.25% 45.25% 3.25% 3.25% 45.25% 3.25% 3.25% 45.25% 3	28.57% 2.86% 3.576 74.299 2.86% 0.00% Libraries, Arts and Heritage 8.57% 2.86% 2.57,1% 2.86% 2.86% 2.86% 2.86% 3.1.429% 2.2.86% 4.2.86% 3.1.429% 2.2.86% 3.1.429% 2.2.86% 3.1.429% 2.2.86% 3.1.429% 3.1.43% 2.2.86% 3.1.43% 3.	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% 58.82% 12.50% 0.00% 58.82% 11.765% 12.50% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 0.00% 35.29% 29.41% 17.65% 35.29% 29.41% 17.65% 35.29% 29.41% 17.65% 35.29% 29.41% 17.65% 35.29% 29.41% 17.65% 35.29% 29.41% 17.65% 35.20% 35.	\$5.0.00% \$18.75% \$25.00% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 29.63% 25.93% 25.93% 25.93% 25.93% 42.44% 22.22% 3.70% 25.93% 44.44% 48.15% 74.11% 18.52% 25.93% 48.15% 74.11% 18.52% 77.41% 3.70% 48.15% 18.52% 77.41% 3.70% 49.33% 3.70% 40.74% 40.74% 40.74% 40.74% 41.111% 41.111% 41.1111% 41.1111% 41.1111% 41.1111% 41.1111% 41.1118	18.759 3.1899 3.1259 3.1259 3.1259 3.1259 3.1391 3.
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Neither agree or disagree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 45.98% 32.48% 7.69% 42.41% 19.08% 42.41% 12.22% 33.14% 5.59% 34.79% 33.16% 5.59% 5.59% 5.59% 34.99% 33.08% 18.01% 19.08%	29.85% 22.84% 16.42% 3.95% 46.27% 33.33% 7.95% 47.45% 47.45% 47.45% 47.45% 47.45% 47.45% 47.45% 47.45% 47.45% 48.60% 48.60% 48.60% 49.6	21.88% 43.75% 15.63% 15.63% 34.38% 34.38% 31.32% Customer Services 0.00% 64.52% 12.90% 0.00% 3.23% 48.39% 22.58% 10.00% 3.23% 48.39% 25.81% 25.81% 3.23% 48.39% 3.23% 48.39% 3.23% 48.39% 3.23% 48.39% 3.23% 3.23% 48.39% 3.23%	2.8.57% 2.8.67% 74.25% 74.25% 74.25% 14.29% 2.86% 0.00% Libraries, 6.14.29% 5.7.14% 5.7.14% 5.7.14% 5.7.14% 5.7.14% 34.29% 2.8.67% 2.8	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% 0.00% 17.65% 12.50% 0.00% 0.00% 31.25% 17.65% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.65% 12.55% 12.55% 12.55% 12.55% 12.55% 12.55% 12.55% 12.50% 17.65% 17.65% 18.25% 18.25% 18.25% 19.25	\$5.0.00% \$18.75% \$25.00% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25% \$6.25%	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 37.04% 25.93% 25.93% 3.70% 3.70% 3.70% 3.70% 3.70% 3.70% 3.70% 3.70% 44.44% 45.15% 45.15% 45.15% 46.15% 46.15% 47.41% 47.41% 48.15% 48.15% 48.15% 48.15% 48.15% 49.63% 49.63% 40.74% 40.74% 40.74% 41.81% 41	18.759 18.859 3.1259 3.1259 5.0009 6.2559 3.139 18.889 40.633 21.8889 40.639 21.8889 40.639 21.8889 40.639 21.8889 40.639 21.8889 40.639 21.8889 40.639 21.8889 40.639 21.8889 40.639 21.8889 31.359 22.8139 31.359
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of	Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Neither agree or disagree Neither agree or disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 32.16% 32.11.45% 45.98% 32.48% 32.48% 32.48% 32.48% 42.41% 33.16% 42.41% 33.16% 42.11% 33.16% 42.11% 33.16% 42.11% 33.16% 42.11% 33.16% 42.11% 33.16% 42.11% 33.16% 42.11% 33.16% 42.11% 33.16% 43.11% 40.11%	29.85% 23.84% 16.42% 9.95% 46.27% 67.95% 67.	21.88% 21.88% 3.13% 6.25% 34.38% 31.38% 3.13% Customer Services 0.00% 64.52% 22.58% 0.00% 3.23% 48.39% 48.39% 6.45% 6.45% 6.45% 6.65% 3.23% 6.65% 5.66% 3.23% 6.65% 5.66% 3.23% 6.65% 5.66% 3.23% 6.65% 5.66% 3.23% 6.65% 5.66% 3.23% 6.65% 5.66% 3.23% 6.65% 5.66% 5.	28.57% 2.86% 8.575 74.29% 2.86% 0.00% Libraries, Arts and Heritage Heritage 25.71% 5.71% 5.71% 34.29% 2.86% 2.86% 2.86% 2.86% 42.86%	47.06% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 0.00% 31.25% 0.00% 31.25% 0.00% 31.25% 12.50% 0.00% 31.25% 12.50% 0.00% 31.25% 12.50% 0.00% 13.53% 11.765% 12.50% 12.50% 12.50% 12.50% 12.50% 12.50% 13.53% 11.765% 12.50% 13.53% 11.765% 12.50% 13.53% 11.765% 13.53% 11.765% 13.53% 11.765%	50.00% 5.00% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25% 5.00% 6.25%	32.14% 39.29% 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 25.93% 25.93% 25.93% 44.44% 22.22% 3.70% 25.93% 45.15% 46.15% 37.04% 48.15% 7.41% 18.52% 3.70% 49.63% 49.63% 48.15% 7.41% 18.52% 3.70% 48.15% 7.41% 18.52% 3.70% 48.33% 37.04% 31.11% 11.11% 51.85% 33.33% 37.04% 33.33% 37.04% 11.11% 51.85% 33.33% 37.04%	18.759 18.759 9.389 31.255 5.000 6.2555 9.300 1.3139 1.889 4.6.635 2.1.889 6.255 1.3139 1.2.500 2.3.3139 1.2.500 2.3.3139 2.3.399 2.3.399 2.3.399 2.3.399 2.3.399 2.3.399 2.3.399 2.3.399 2.3.399 2.3.399 2.3.
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents Staff constantly seek to improve the services that we	Disagree Strongly disagree Strongly disagree Strongly disagree Strongly gree Agree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 32.16% 14.73% 11.45% 45.98% 32.48% 7.69% 42.39% 42.41% 33.16% 12.22% 3.14% 13.16% 13.25% 34.99% 34.79% 34.79% 34.79% 34.79% 35.68% 35.06% 31.70% 36.67% 36.67% 36.67% 36.67% 36.67% 31.82% 31.82% 31.82% 31.85%	29.85% 23.84% 16.42% 9.95% 64.27% 64.	21.88% 43.75% 15.63% 6.25% 34.38% 31.33% Customer Services 0.00% 64.52% 22.58% 0.00% 3.23% 48.39% 48.39% 0.00% 3.23% 48.39% 0.00% 3.23% 48.39% 0.00% 3.23% 48.39% 0.00% 3.23% 48.39% 0.00% 3.23% 6.45% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23% 0.00% 3.23%	28.57% 2.86% 8.575 74.29% 2.86% 0.00% Libraries, Arts and Heritage Heritage 25.71% 25.71% 2.86% 2.86% 2.86% 2.86% 2.86% 34.29% 2.286% 42.86%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 6.00% 58.82% 23.53% 11.76% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 17.65% 18.58% 0.00% 58.82% 17.65% 0.00% 58.82% 17.65% 0.00% 58.82% 17.65% 0.00% 58.82% 17.65% 0.00% 58.88% 0.00% 58.88% 0.00% 58.88% 0.00% 58.88% 17.65% 0.00% 58.88% 0.00% 58.88% 17.65% 0.00% 58.88% 17.65% 0.00% 58.88% 17.65% 0.00% 58.88% 17.65% 0.00% 58.83% 17.65% 0.00% 58.83% 17.65% 0.00%	\$50.00% \$5	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 37.04% 29.63% 0.00% 25.93% 40.44% 22.22% 3.70% 25.93% 44.44% 22.23% 3.70% 25.93% 48.15% 7.41% 7.41% 7.41% 18.52% 25.93% 49.74% 18.52% 3.70% 40.74% 11.11% 3.370% 11.11% 51.85% 3.370% 11.11%	18.759 3.189 3.189 3.189 3.1255 5.000 3.139 3.139 4.6639 2.1.889 4.6.639 2.5.000 3.139 2.1.889 3.2.5.000 3.139
Service Excellence	Colleagues The people I work with exhibit the CREATE values on a regular basis. The council provides a great service to our residents. The council is a proactive organisation, planning for the future instead of reacting to circumstances. Overall communication with staff across the council is effective and timely. Staff have the freedom to do what is needed to provide a great service for our residents. The council is an organisation that can be trusted by our residents. Delivering great service is rewarded here. In general employees understand the expectations of our residents.	Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree Agree Agree Agree Agree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 29.11% 14.73% 11.45% 32.48% 32.48% 7.69% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.14% 5.59% 34.79% 33.06% 35.66% 37.68% 36.66% 31.70% 36.70%	29.85% 22.84% 66.27% 66.27.18% 66.15% 22.31% 23.31%	21.88% 43.75% 15.63% 15.63% 34.38% 3.13% Customer Services 0.00% 64.52% 12.90% 0.00% 3.23% 48.39% 22.58% 0.00% 3.23% 48.39% 6.45% 0.00% 3.23% 48.39% 6.45% 0.00% 3.23% 6.45% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 0.00% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 9.68% 3.23% 3.23% 3.23% 3.23% 3.23% 3.23% 3.23% 3.23% 3.23%	28.57% 2.86% 8.57% 74.25% 14.29% 2.86% 0.00% Libraries, 6.572 6.571469 52.1469 52.57136 52.57136 52.571469	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 5.88% 5.88% 5.88% 5.88% 11.76% 0.00% 5.88% 0.00% 5.25% 12.50% 0.00% 5.88% 0.00% 5.88% 0.00% 5.88% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 47.06% 5.88% 11.76% 12.88% 12.88% 12.88% 13.88% 13.88% 13.88% 14.76% 15.88% 15.88% 15.88% 16.00%	\$50.00% \$5	32.14% 39.29% 14.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 37.04% 29.53% 29.53% 29.53% 40.444 44.44% 48.15% 7.41% 7.41% 7.41% 18.52% 19.53% 40.74% 18.52% 18.5	18.759 9.3899 9.3899 3.12555 9.0009 6.255525 9.3139 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639 3.1399 1.5639
Service Excellence	colleagues The people I work with exhibit the CREATE values on a regular basis The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is effective and timely Staff have the freedom to do what is needed to provide a great service for our residents The council is an organisation that can be trusted by our residents Delivering great service is rewarded here In general employees understand the expectations of our residents Staff constantly seek to improve the services that we	Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree	32.36% 32.36% 11.473% 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 33.16% 33.16% 33.16% 33.16% 33.16% 33.16% 31.22% 33.44% 31.22% 31.44% 31.22% 31.45% 31.99% 34.79% 35.66% 32.23% 36.88% 34.68% 31.70% 36.67% 31.70% 36.67% 31.368% 61.44% 40.22% 31.70% 31.27% 55.07% 31.28% 50.7% 55.07% 55.07% 55.07% 55.07% 55.07% 55.07% 55.51% 59.51%	29.85% 22.84% 16.42% 3.95% 46.27% 3.33% 2.49% 2.	21.88% 43.75% 15.63% 15.63% 34.38% 34.38% 31.32% Customer Services 0.00% 64.52% 12.90% 0.00% 3.23% 48.39% 22.58% 10.00% 3.23% 48.39% 48.39% 6.45%	2.8.67% 2.8.66% 8.57% 74.25% 14.29% 2.8.66% 0.00% Libraries, Arts and Heritage 8.5.71% 5.7.14% 5.7.14% 5.7.14% 2.8.67%	47.06% 11.76% 11.76% 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 58.82% 23.534% 11.76% 0.00% 0.00% 0.00% 17.65% 12.50% 0.00% 0.00% 35.29% 47.06% 5.88% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76% 0.00% 35.29% 11.76%	\$5.0.00% \$5.0.00% \$5.0.00% \$6.25%	32.14% 39.29% 14.29% 14.29% 14.29% 39.29% 39.29% 39.29% 0.00% Community Protection and Enforcement 37.04% 29.53% 29.53% 40.444 22.22% 3.70% 3.70% 3.70% 41.11% 51.85% 3.70% 14.11111% 51.85% 3.70% 11.111% 51.85% 3.70% 11.111% 51.85%	18.759 9.3899 9.3899 3.1255 9.0009 6.2555 9.3139 1.2550 9.3899 9.3899 9.3899 9.3899 9.3899 9.3899 9.3899 1.25009 9.3899 1.2500

		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%	0.0
	2	4.02%	4.10%	3.13%	8.57%	11.76%	0.00%	0.00%	3.
	3	7.17%	6.67%	6.25%	8.57%	11.76%	0.00%	11.11%	3.
	4	6.29%	7.18%	9.38%	2.86%	5.88%	12.50%	3.70%	9.
	5	10.84%	9.74%	6.25%	5.71%	17.65%	0.00%	11.11%	12
	6	10.49%	12.31%	18.75%	20.00%	11.76%	6.25%	7.41%	9
	7	16.26%	16.41%	3.13%	25.71%	17.65%	6.25%	18.52%	19
	8	22.55%	22.56%	31.25%	14.29%	5.88%	43.75%	22.22%	25
	9	13.46%	11.28%	9.38%	11.43%	11.76%	12.50%	14.81%	9
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
			Operations		Libraries,	Revenue	Information	Community	
		Council	and Customer Directorate	Customer Services	Arts and Heritage	and Benefits	Technology Services	Protection and Enforcement	Highways an Transport
	Enthuasiastic - 1	9.95%	8.25%	9.68%	5.71%	11.76%	6.25%	11.11%	9
	2	15.79%	15.46%	16.13%	22.86%	5.88%	18.75%	25.93%	9
	3	17.02%	13.92%	12.90%	31.43%	11.76%	12.50%	11.11%	9
	4	11.05%	11.86%	9.68%	5.71%	17.65%	0.00%	11.11%	6
	5	18.07%	19.07%	22.58%	8.57%	29.41%	18.75%	14.81%	22
	6	8.60%	9.79%	3.23%	8.57%	0.00%	12.50%	11.11%	12
	7	9.82%	11.86%	9.68%	8.57%	11.76%	31.25%	7.41%	
	8	4.21%	5.15%	6.45%	2.86%	5.88%	0.00%	3.70%	12
	9	3.51%	3.09%	6.45%	5.71%	0.00%	0.00%	0.00%	
How do you feel at work (Enthuastic - Bored)	Bored - 10	2.28%	1.55%	3.23%	0.00%	5.88%	0.00%	3.70%	
			Operations and Customer	Customer	Libraries, Arts and	Revenue and	Information Technology	Community Protection and	Highways a
İ		Council	Directorate	Services	Heritage	Benefits	Services	Enforcement	Transport
	Satisfied - 1	4.92%	5.73%	3.33%	2.86%	5.88%	12.50%	7.41%	9
	2	9.67%	7.81%	6.67%	20.00%	17.65%	0.00%	7.41%	6
	3	12.83%	14.06%	13.33%	22.86%	17.65%	12.50%	7.41%	
	4	8.44%	7.81%	16.67%	11.43%	0.00%	6.25%	3.70%	417
	5	18.80%	16.67%	16.67%	17.14%	17.65%	6.25%	25.93%	12
	6	10.02%	10.42%	3.33%	14.29%	11.76%	6.25%	11.11%	19
	7	13.01%	14.06%	23.33%	8.57%	0.00%	18.75%	11.11%	
	8	11.07%	9.90%	13.33%	0.00%	11.76%	18.75%	11.11%	16
	9	5.80%	7.29%	0.00%	2.86%	0.00%	12.50%	11.11%	10

	<u>%</u>			
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		
l 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		i

Staff Survey 2016

What makes the council a great workplace?

Response Text	Theme	Directorate
l 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 withto fill in the few	realiwork	Corporate and Community Corvices
file flexibility. Natified clear, cyclical nature of the work 100-year for planning around the for a work-line flamning. The team I work with 100-year for planning around the for a work-line flamning. The team I work with 100-year for planning around the for a work-line flamning.	Teamwork,Flexible working	Compared and Community Consises
		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	
		IAdult Children and Health Services
		Adult, Children and Health Services Adult, Children and Health Services
open minded approach	Culture	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home.	Culture Culture,Flexible working	Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently.	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation.	Culture Culture,Flexible working	Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. Firstly, the people - both immediate colleagues and wider afield. The council treats you as a person, not a commodity, and this allows balance and	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation.	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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.	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. Firstly, the people - both immediate colleagues and wider afield. The council treats you as a person, not a commodity, and this allows balance and	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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.	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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.	Culture Culture,Flexible working Culture,Leadership	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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	Culture Culture,Flexible working Culture,Leadership Culture,staff	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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 Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Flexible working Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Flexible working Flexible working Flexible working Flexible working Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. More working from home should be encouraged	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this Flexible working. More working from home should be encouraged Flexiable	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this Flexible working. More working from home should be encouraged Flexiable	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working Flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service Great service Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Flexible sorking Flexible working Great service Great service Great service Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Flexible sorking Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They try to do the best the majority of the time for the residents	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They ty to do the best the majority of the time for the residents The satisfaction of serving the community	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
Open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working Flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They try to do the best the majority of the time for the residents The satisfaction of serving the community Able to help people when they need it most.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Nore working from home should be encouraged Flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They try to do the best the majority of the time for the residents The satisfaction of serving the community Able to help people when they need it most.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. Need to do more of this Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They try to do the best the majority of the time for the residents The satisfaction of serving the community Able to help people when they need it most. The children with whom I work. Putting service users first and valuing their feedback to the point of change.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They try to do the best the majority of the time for the residents The satisfaction of serving the community Able to help people when they need it most. Putting service users first and valuing their feedback to the point of change.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services
open minded approach I like the atmosphere, openness and values. I also like the fact that I can work at home. Strong leadership, good working environment, opportunities to do things differently. A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. 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. Supportive colleagues and friendly atmosphere Flexibility to work at home when possible and thus contribute to a good work-life balance. A degree of flexibility for workers flexible working. Need to do more of this The flexible working. Need to do more of this The flexible working. More working from home should be encouraged Flexiable Relationships between employees within the pods system, and the council overall vision for the children and families we work with. for valuing the wellbeing of residents Delivering services to the community and reaching families in deprevation 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. Knowing that those we service, appreciate our assistance / support - helping others makes me feel good They try to do the best the majority of the time for the residents The satisfaction of serving the community Able to help people when they need it most. The children with whom I work. Putting service users first and valuing their feedback to the point of change.	Culture Culture,Flexible working Culture,Leadership Culture,staff Culture,staff Culture,staff Culture,staff Culture,staff,Teamwork Culture,Teamwork Flexible working Great service	Adult, Children and Health Services



F	he 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		1
	ing general animatasani of introduced you consider in the team involve, to provide a great service to residents to make a positive underside to their lives and well eina. 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
	ang. The support given by team mates and other services within the countric allow hie to be the team that by joi fole. Working to make a difference to vulnerable people, who need others to stand up and support them to achieve their outcomes.	Great Service, realitiwork	Addit, Children and Health Services
	leers and colleagues who are like minded	Great service, Teamwork	Adult, Children and Health Services
	icolleagues are extremely supportive and understanding of each other's personal circumstances and try to reduce stress for each other. A real team	Great Service, realitiwork	Addit, Children and Fleatin Services
	oneignees to extensive supportive and understanding of each other's personal circumstances and by to reduce sites of each other. A real realing invitories to the control of the control o		
	lso, they really do care about the people they are trying to help in the community.	Great service, Teamwork	Adult, Children and Health Services
	to colleagues and the diversty of service users, make me stay.	Great service, Teamwork	Adult, Children and Health Services
	by colleagues and the diversity of service users, make the stay. The people I work with make it a great place to work. They want to give our residents the best service.	Great service, reamwork	Adult, Children and Health Services
	ine people i work will make it a great place to work. They want to give our residents the best service.	Leadership	Adult, Children and Health Services
	reing able to track your leaders to protect, you.	Leadership	Adult, Children and Health Services Adult, Children and Health Services
	to the ueas young roward are good. 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
	ney do lister do pecpies y problems and act of it immediately, software certain departments are not that active. Framming for one, he plan that the director has for the children services is clear.	Leadership	Adult, Children and Health Services
	ne pian una une unecció has no une cinición services is cieda. b be heard and make changes to that b be heard and make changes to that	Leadership	Addit, Children and Fleatin Services
1	o be fleatu affu fflake changes to that	Londorphin	Adult, Children and Health Services
_	our views are always considered and most of the time taken into action.	Leadership Leadership	Adult, Children and Health Services
	our views are aways considered and most of the time taxen min action. The people who I work with direct in my Service Area (and some other staff).	LeaderStilp	Adult, Children and Health Services
	THE PEOPLE WORK WITH GIVEN THE SERVICE AREA (AND SOME OTHER SMATTER). SMARTER WORKING		
- 1	Flexible Working potential		
- 1	Flexible Working potential Annual leave Allowence and other benefits Annual leave Allowence and other benefits		
- [Amind leave Aniownice and other benefits The MD'S passion/vision The MD'S passion/vision		
- 1	His wide a passager	Leadership,Reward,Flexible working,line man	Adult Children and Health Services
-	inty intailings: Disportunity 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 Adult, Children and Health Services
	programmy on personal evereproposed transported some revenue and account of the training operations are good. The training opportunities are good.	learning and development, dreat service	Addit, Children and Health Services
- 1'	the stall are great and carrie, benefits are good. The training opportunities are good.	learning and development,staff,Reward	Adult, Children and Health Services
- 1	ocal, colleagues, training.	learning and development, work / life, staff	Adult, Children and Health Services
	cook consequents and mining.	line management	Adult, Children and Health Services
	xcellent line management	line management	Adult, Children and Health Services
	Accepting the management reindly team, supportive managers, lineated processes to follow.	line management, Teamwork	Adult, Children and Health Services
	eams and colleaques build up trust and relationships and good supportive managers	line management, Teamwork	Adult, Children and Health Services
	he team I work within are very supportive and social.	ille management, reamwork	Addit, Children and Fleatur Cervices
	s a nice area to work in.		
	xtremely good team manager.	line management, Teamwork	Adult, Children and Health Services
	ocation	Misc	Adult, Children and Health Services
	ty job		riadis, crimareri aria ricanir cervicec
- 1	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Misc	Adult, Children and Health Services
lī	enioy working for the council	Misc	Adult, Children and Health Services
	enjoy my actual role and knowing I make a difference	My work	Adult, Children and Health Services
	Vorking 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	ing non	riadis, crimareri ana ricani con ricco
	ouncil.	My work	Adult, Children and Health Services
	he variety of work I do within my job description.	My work	Adult, Children and Health Services
	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
	doesn't	Negative	Adult, Children and Health Services
	adly 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	- 3	,
c	emotivated, 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		
c	ommunication of what is happening and a lack of strategic drive leaving the authority in a very vulnerable position. The authority is making sweeping		
	hanges to teams and managers without understanding the consequences or asking questions.	Negative	Adult, Children and Health Services
	ifficult one.	Negative	Adult, Children and Health Services
	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	<u> </u>	,
c	ouncil.	Negative	Adult, Children and Health Services
	s 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		
	xtremely low, with significant numbers of permanant staff leaving within a 3-6 month period.	Negative	Adult, Children and Health Services
	he council is great, but sometimes I'm ashamed to work for my directorate, there's a blame culture and bullying sometimes takes place. Management		
s	ometimes 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		
	f money on locum staff, and even though staffing is more settled, performance isn't improving.	Negative	Adult, Children and Health Services
5	adly I don't think it is a great workplace now whereas it used to be.	Negative	Adult, Children and Health Services
Ī	he 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	-	
	ffect the ability to do you job.	Negative	Adult, Children and Health Services
	lothing, 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
		Negative	Adult, Children and Health Services
Ī	here 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	Addit, Children and Health Services

ယ	
N	

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.	regative, areat service, realitive it	Fidult, Children and Fidular Cervices
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
Group benefitis, reasonable pay, Free parking	Reward	Adult, Children and Health Services
Pred paining pay and conditions	Reward	Adult, Children and Health Services
pay and commons 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	Newalu	Addit, Children and Health Services
be done.	Deviand Clavible werking	Adult Children and Health Consises
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 second of th		,
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 colleaques	staff	Adult, Children and Health Services
Support form contengues 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	Stall	Addit, Children and Health Services
	-1-#	Adult Obildus and Haalth Ossaissa
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 commitment 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
Elexibility, working with colleague who care about what they do and providing a great service	staff,Flexible working,Great service	Adult, Children and Health Services
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
	•	

	T ==	1
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
The support of my managers and colleagues and the work/life balance I enjoy working here. It is convenient for me because I am a resident.	work / life,staff,line management work / life	Adult, Children and Health Services Corporate and Community Services
It is convenient for me because I am a resident.	work / life	Corporate and Community Services
It is convenient for me because I am a resident. 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	work / life Culture,My work	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff.	work / life Culture,My work Flexible working	Corporate and Community Services Operations and Customer Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working	work / life Culture,My work Flexible working Flexible working	Corporate and Community Services Operations and Customer Services Operations and Customer Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working	work / life Culture,My work Flexible working Flexible working Flexible working	Corporate and Community Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexibility of working at home etc, access to technology	work / life Culture,My work Flexible working Flexible working Flexible working Flexible working	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexibity of working at home etc, access to technology Flexible working	work / life Culture,My work Flexible working Flexible working Flexible working Flexible working Flexible working Flexible working	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexiblity of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly.	work / life Culture,My work Flexible working My work	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexiblity of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Jelevible working is very valued and should continue to be available to all staff. Flexible working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible morking Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working	work / life Culture,My work Flexible working Flexible working Flexible working Flexible working Flexible working Flexible working Flexible working, Flexible working,My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Work / life Flexible working,staff,Potential	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible morking Flexible working Flexiblity of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The people-Flexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,work / life Flexible working,staff,work / life Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 J Flexible working is very valued and should continue to be available to all staff. Flexible working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The people-Flexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,work / life Flexible working,staff work / life Great service Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible morking Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers	work / life Culture, My work Flexible working My work Flexible working, Reward, staff Flexible working, staff Flexible working, staff Flexible working, staff Flexible working, staff, Career development Flexible working, staff, Career development Flexible working, staff, Work / life Flexible working, staff, Work / life Great service Great service Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible morking Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility of staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers The opportunity to help residents with their needs.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,work / life Flexible working,work / life Great service Great service Great service Great service Great service Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible morking Flexibility of working at home etc, access to technology Flexible working Flexiblity, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The people-Flexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers The opportunity to help residents with their needs. working to help residents makes this job rewarding.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,work / life Flexible working,work / life Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 J Flexible working is very valued and should continue to be available to all staff. Flexible working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The people-Flexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers The opportunity to help residents with their needs. working to help residents makes this job rewarding. Opportunity to deliver services to residents	work / life Culture,My work Flexible working Flexible working,Flexible working,My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,work / life Flexible working,staff,work / life Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility of staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers The opportunity to help residents with their needs. working to help residents makes this job rewarding. Opportunity to deliver services to residents The council are going through severe financial cuts and trying to offer good service to its residents.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Career development Flexible working Fl	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible man remote working Flexibility of working at home etc, access to technology Flexible working The opportunity to do the job that I believe in and work flexibly. Flexibility, benefits, work colleagues. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers The opportunity to help residents with their needs. working to help residents makes this job rewarding. Opportunity to deliver services to residents 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	work / life Culture,My work Flexible working My work Flexible working,My work Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Work / life Flexible working,work / life Great service	Corporate and Community Services Operations and Customer Services
It is convenient for me because I am a resident. 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 Flexible working is very valued and should continue to be available to all staff. Flexible working Flexible and remote working Flexibility of working at home etc, access to technology Flexibility of working at home etc, access to technology Flexibility benefits, work colleagues. Flexibility, benefits, work colleagues. Flexibility, benefits, work colleagues. Flexibility, staff Some very good hardworking people working within the borough from interesting and different backgrounds. Flexibility is shown for working patterns where The peopleFlexibility for staff (overall)Opportunities to develop Most of its people, flexibility with work/life balance, previously the chance to make a difference. The flexibility of balancing work and life is very good. The staff are on the whole very nice people to work with. Local, flexible working understanding the needs of others, both user and the public 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. Ethos of providing services across all customers The opportunity to help residents with their needs. working to help residents makes this job rewarding. Opportunity to deliver services to residents The council are going through severe financial cuts and trying to offer good service to its residents.	work / life Culture,My work Flexible working My work Flexible working,Reward,staff Flexible working,Reward,staff Flexible working,staff Flexible working,staff Flexible working,staff Flexible working,staff,Career development Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Potential Flexible working,staff,Career development Flexible working Fl	Corporate and Community Services Operations and Customer Services

ယ	
4	

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 pl		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
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 state of the council supports are considered to the council supports the Library state.		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 poten		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 are		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 I		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		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 va		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.1 do not believe it is a great workplace, feels like I am on a sinking ship and I need to		Operations and Customer Services
Window certified measy tecediary, net particularly the countries and not believe in a discontinuous and a similar of a sim	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
The inglony of the stan within the countrial at a postive for the organisation. Colleagues try their best to support one another in delivering very challenging outcomes. People remain positive in what can be high pressure and thank colleagues to the property of the pro		Operations and Customer Services
conleagues in y their best to support one another in derivening very challenging duconnes. Feople remain positive in what can be high pressure and than. The staff	staff	Operations and Customer Services
The interaction between long serving experienced knowledgable staff that can cooperate and hiep 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
I make only worked for the Counter i minutini, raini reality enjoying the work too and the colleadages i work with are great. Colleagues that work well together and help each other out.	staff	Operations and Customer Services
coneagues inta work well together and help each other out. The people	staff	Operations and Customer Services
The people that work in the Council	staff	Operations and Customer Services
The people and work in the Council	staff	Operations and Customer Services
Destination The People (Employees)	staff	Operations and Customer Services
The staff	staff	Operations and Customer Services
THE SIGHT	staff	Operations and Customer Services
Onleagues	Joidii	Operations and Customer Services

C	S
č	77

Working with staff who are on the ground (shop floor) to do their jobs. A very social and community environment The People and environment Operations and Customer Services Can do attitude of staff, Regative Operations and Customer Services Can do attitude of staff, Regative Operations and Customer Services Tearmwork Operations and Customer Services My colleagues Tearmwork Operations and Customer Services Work colleagues Work colleagues Tearmwork Operations and Customer Services Tearmwork Operat				
The People and environment The People and vork within the authority are genuinely fantastic however this is slowly ebbing away due to poorly thought out spending and cuts. staff, Regative Operations and Customer Services the people in work with Teamwork Operations and Customer Services the people in work with Teamwork Operations and Customer Services My colleagues Teamwork Operations and Customer Services Operations and Customer Services Teamwork Operations and Customer Services Work colleagues Work each team and offering solutions rather than negatives, and everyone working together, 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 The people I work with Teamwork Operations and Customer Services The people I work with Teamwork Operations and Customer Services The people I work with Teamwork Operations and Customer Services The people I work with Teamwork Operations and Customer Services The people I work with Teamwork Operations and Customer Services The colleagues. It reamwork Operations and Customer Services The colleagues that I work with. Teamwork Operations and Customer Services The colleagues that I work with. Teamwork Operations and Customer Services The colleagues and appreciation sand Customer Services The colleagues that I work with. Teamwork Operations and Customer Services The more than the service of the se				
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 the people I work with You colleagues Teamwork Operations and Customer Services Good work colleagues who support each other work colleagues who support each other Operations and Customer Services Teamwork Operations and Customer Services Teamwork Operations and Customer Services Teamwork Operations and Customer Services Descriptions Teamwork Operations and Customer Services Teamwork Operations and C				
Can' do attitude of staff, despite members the people i work with the people i work with Teamwork Deprations and Customer Services they colleagues Team work Teamwork Deprations and Customer Services Teamwork Deprations and Customer Services Teamwork Deprations and Customer Services The people i work with Teamwork Deprations and Customer Services The people i work with Teamwork Deprations and Customer Services To down't colleagues who support each other Work colleagues who support each other Teamwork Deprations and Customer Services My colleagues Teamwork Deprations and Customer Services My colleagues Teamwork Deprations and Customer Services Teamwork Teamwork Deprations and Customer Services Teamwork Teamwork Deprations and Customer Services Teamwork Deprations and Customer Services Teamwork Teamwork Teats be working to Deprations and Customer Services Teamwork Teamwork Deprations and Customer Services Teamwork Teamwork Teats be working to Deprations and Customer Services Teamwork Teats				
the people i work with My colleagues Teamwork Operations and Customer Services Operations and Customer Services Cook work colleagues who support each other Operations and Customer Services Operations and Customer Services Operations and Customer Services Teamwork Operations and Customer Services Dy being cohesive with each team and offering solutions rather than negatives, and everyone working together, Teamwork Operations and Gustomer Services Dy being cohesive with each team and offering solutions rather than negatives, and everyone working together, Teamwork Operations and Customer Services Dy being cohesive with each team and offering solutions rather than negatives, and everyone working together, Teamwork Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services The people i work with. Teamwork Operations and Customer Services Operations and Customer Services Teamwork Operations and Customer Services Operations and Customer Services Teamwork Ope				
My colleagues Teamwork Operations and Customer Services Work colleagues who support each other Teamwork Operations and Customer Services work colleagues Work colleagues Teamwork Operations and Customer Services Work colleagues Teamwork Operations and Customer Services Teamwork Operations and Customer Services Teamwork Operations and Customer Services Working in a great team Teamwork Operations and Customer Services Working in a great team Teamwork Operations and Customer Services Working in a great team Teamwork Operations and Customer Services My colleagues My colleagues Teamwork Operations and Customer Services My colleagues My colleagues Teamwork Operations and Customer Services Teamwork Teamw				Operations and Customer Services
Teamwork Departions and Customer Services The people is work with The people is work with Teamwork Departions and Customer Services Good work colleagues Good work colleagues Teamwork Departions and Customer Services Work colleagues Work colleagues Teamwork Departions and Customer Services Teamwork Departions and Customer Services Teamwork Departions and Customer Services Colleagues who are willing to assist and understand the requirements of the job! Teamwork Departions and Customer Services Colleagues who are willing to assist and understand the requirements of the job! Teamwork Departions and Customer Services Colleagues who are willing to assist and understand the requirements of the job! Teamwork Departions and Customer Services T		the people i work with	Teamwork	Operations and Customer Services
The people i work with Godd work colleagues who support each other Godd work colleagues who support each other Godd work colleagues who support each other More doubt and descriptions and Customer Services Work colleagues By being cohesive with each team and offering solutions rather than negatives, and everyone working together, Teamwork Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Working in a great team Teamwork Operations and Customer Services Working in a great team Teamwork Operations and Customer Services Operations and Customer Services My colleagues. Teamwork Operations and Customer Services My colleagues. Teamwork Operations and Customer Services My colleagues. Teamwork Operations and Customer Services Teamwork Operations and Customer Services Operations and Customer Services Teamwork Operations and Customer Services Colleagues and flexible working Teamwork, Flexible working Operations and Customer Services Colleagues and flexible working of Deprations and Customer Services Operations and Customer Services Trying to give excellent service to residents. Good team Teamwork Circat service Operations and Customer Services Trying to give excellent service to residents. Good team Teamwork Circat service Operations and Customer Services Trying to give excellent service to residents. Teamwork Circat 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 Circat service Operations and Customer Services My team and the support given to				
Good work colleagues who support each other rework 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 Colleagues who are willing to assist and understand the requirements of the job! Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services My colleagues. It spirit the people I work with the work operations and Customer Services My colleagues. Bitz spirit My work colleagues that I work with Teamwork Operations and Customer Services The colleagues that I work with Teamwork Operations and Customer Services The colleagues that I work with Teamwork Operations and Customer Services The colleagues that I work with Teamwork Operations and Customer Services Triping to give excellent service to residents. Good team 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 resid. Teamwork, Flexible working 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 resid. Teamwork, Great service Operations and Customer Services Pleasant colleagues and appreciative customers 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. The passion for delivering a great service to resid. Teamwork, Great service Operations and Customer Services Pleasant colleagues and appreciative customers of staff in the counc				
work colleagues Fearwork Operations and Customer Services Tearwork Operations and Customer Services Colleagues who are willing to assist and understand the requirements of the job! Tearwork Operations and Customer Services Operations and Custom		The people i work with	Teamwork	Operations and Customer Services
by being cohesive with each team and offering solutions rather than negatives, and everyone working together, Colleagues who are willing to assist and understand the requirements of the job! Teamwork Operations and Customer Services Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services The people I work with. Teamwork Operations and Customer Services My colleagues. Blitz spirit Teamwork Operations and Customer Services My colleagues. Blitz spirit Teamwork Operations and Customer Services My work colleagues. The colleagues that I work with The colleagues that I work with The colleagues that I work with Operations and Customer Services Flexible working and professional team players. Flexible working and professional team players. Teamwork, Flexible working Operations and Customer Services Colleagues and and fexible working Teamwork, Flexible working 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 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 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 The majority of the people that I work with. Some of the achievements of the people on the half of the residents for the authority. Teamwork, Great service Operations and Customer Services The team I work with, the wid		Good work colleagues who support each other	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 The people I work with. Teamwork Operations and Customer Services My colleagues. My colleagues. Teamwork Operations and Customer Services My work colleagues that I work with Teamwork Operations and Customer Services The colleagues that I work with operations and Customer Services The colleagues that I work with operations and Customer Services The colleagues and flexible working and professional team players. Teamwork, Flexible working Teamwork, Great service Operations and Customer Services Pleasant colleagues and appreciative customers The majority of the people that I work with. Some of the achievements of the people on behalf of the residents for the authority. The team of the people that I work with the work of the people on behalf of the residents for the authority. The team of the people that I work with the work of the people on behalf of the residents for the authority. The team of the people that I work with the work of the people on behalf of the residents for the authority. The team of the people that I work with the work of the people on behalf of the residents for the authority. The team of the people that I work with the work of the people			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. Blitz spirt Teamwork Operations and Customer Services my colleagues. Blitz spirt Teamwork Operations and Customer Services my colleagues. Blitz spirt Teamwork Operations and Customer Services The colleagues that I work with Teamwork Operations and Customer Services The colleagues that I work with Teamwork, I exible working Operations and Customer Services The colleagues and ferbible working Teamwork, I exible working 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 resid Teamwork, Great service 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 resid Teamwork, Great service Operations and Customer Services I work with individuals who are keen to provide a great service and the services of the provides and appreciative customers I rying to give excellent service to residents. Good team Trying to give excellent service to residents. Good team Trying to give excellent service to residents of the people on behalf of the residents for the authority. Teamwork, Great service Operations and Customer Services Pleasant colleagues and appreciative customers 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 team and the support given to each other. And the gratitude shown by residents. 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 Operations and Customer Services The team I work				
The people I work with. Teamwork Operations and Customer Services My colleagues. My colleagues. Biltz spirit Teamwork Operations and Customer Services My work colleagues. My colleagues that I work with My colleagues. My colleagues that I work with My colleagues. My colleagues and flexible working and professional team players. Colleagues and flexible working operations and Customer Services Colleagues and flexible working operations and Customer Services My colleagues and flexible working operations and Customer Services My colleagues and spreciative customers My colleagues and appreciative customers My colleagues and appreciative customers My team and the support given to each other. And the gratitude shown by residents. My team and the support given to each other. And the gratitude shown by residents. My fellow colleagues and the residents i help are the reason i keep coming back to work. My team and the support given to each other. And the gratitude shown by residents. My fellow colleagues and the residents i help are the reason i keep coming back to work. My team and other members of staff in the council make it a great workplace. The passion for delivering a great service to resid Teamwork, Great service My team and opportunities to get involved in different areas of work My team and poportunities to get involved in different areas of work My team are lovely and all try their beast to do what they can however we have been hit with so much change that we are all workplace. 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 constant Teamwork, Staff Operations and Customer Services My tea		Colleagues who are willing to assist and understand the requirements of the job!	Teamwork	Operations and Customer Services
My colleagues. Blitz spirit My work colleagues. Blitz spirit Teamwork Operations and Customer Services My work colleagues that I work with Teamwork Operations and Customer Services The colleagues that I work with Teamwork Teamwork Operations and Customer Services The colleagues that I work with Teamwork, Flexible working and professional team players. Colleagues and flexible working in 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 Trying to give excellent service to residents. Good team Teamwork, Great service Operations and Customer Services Trying to give excellent service to residents. Good team 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 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 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 resid. 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 Teamwork, My work Operations and Customer Services Teamwork, My		working in a great team	Teamwork	Operations and Customer Services
my colleagues. Blitz spirit Teamwork Operations and Customer Services My work colleagues that I work with 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 Operations and Customer Services Colleagues and flexible working Operations and Customer Services Operations and Customer Services Traing to give excellent service to residents. Good team 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 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. My fellow colleagues and apport given to each other. And the gratitude shown by residents. My fellow colleagues and the residents i help are the reason i keep coming back to work. Teamwork, Great service Operations and Customer Services Ny fellow colleagues, in a position that I want to be in and worked towards, the process required to fulfill my duties. People in the team and opportunities to get involved in different areas of 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 I am very happy working in my team but feel that we are dealt with in a different tway 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 constant Teamwork, Negative Operations and Customer S		The people I work with.	Teamwork	Operations and Customer Services
My work colleagues. Teamwork T		My colleagues.	Teamwork	Operations and Customer Services
The colleagues that I work with Teamwork Flexible working and professional team players. Teamwork, Flexible working Operations and Customer Services colleagues and flexible working Operations and Customer Services colleagues and flexible working Teamwork, Flexible working Operations and Customer Services colleagues and flexible working 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 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 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 People in the team and opportunities to get involved in different areas of work 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 I have some great colleagues2. I have a varied workload which keeps work interesting Teamwork happy working in my team but feel that we are dealt with in a different way to other		my colleagues. Blitz spirit	Teamwork	Operations and Customer Services
Flexible working and professional team players. Teamwork, Flexible working Staff Operations and Customer Services Trying to give excellent service to residents. Good team Teamwork, Great service Teamwork, Great service Teamwork, Great service Operations and Customer Services Teamwork, Great service Teamwork, Great service Operations and Customer Services Teamwork, Great service Teamwork, Great service Operations and Customer Services My tellow colleagues and the residents i help are the reason i keep coming back to work. 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 Teamwork, Great service Operations and Cus		My work colleagues.	Teamwork	Operations and Customer Services
colleagues and flexible working Teamwork, Flexible working, staff Operations and Customer Services Trying to give excellent service to residents. Good team 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. 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 Teamwork, Great service Operations a		The colleagues that I work with	Teamwork	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 Pleasant colleagues and appreciative customers 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 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. 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 the team and opportunities to get involved in different areas of work I have some great colleagues2. I have a varied workload which keeps work interesting 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 eall working over and above constant. Teamwork, staff.		Flexible working and professional team players.	Teamwork,Flexible working	Operations and Customer Services
Trying to give excellent service to residents. Good team Teamwork, Great service Pleasant colleagues and appreciative customers Teamwork, Great service Operations and Customer Services 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 My fellow colleagues and the residents i help are the reason i keep coming back to work. Teamwork, Great service Operations and Customer Services Teamwork, My work Operations and Customer Services Teamwork, My work Operations and Customer Services It also the team and opportunities to get involved in different areas of work Teamwork, My work Operations and Customer Services It also the team and opportunities to get involved in different areas of work Teamwork, Great service Teamwork, G		colleagues and flexible working	Teamwork,Flexible working,staff	Operations and Customer Services
Pleasant colleagues and appreciative customers 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 Teamwork, My work Operations and Customer Services Teamwork, My work Operations and Customer Services I have some great colleagues2. I have a varied workload which keeps work interesting Teamwork, Ny 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 Teamwork, Negative		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
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. My fellow colleagues and the residents i help are the reason i keep coming back to work. 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. 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 Teamwork, My work Operations and Customer Services I have some great colleagues2. I have a varied workload which keeps work interesting 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, My work Operations and Customer Services Teamwork, My work Operations and Custo		Trying to give excellent service to residents. Good team	Teamwork, Great service	Operations and Customer Services
My team and the support given to each other. And the gratitude shown by residents. My fellow colleagues and the residents i help are the reason i keep coming back to work. 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 resided 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. Relationship with colleagues, in a position that I want to be in and worked towards, the process required to fulfill my duties. 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 1 have some great colleagues2. I have a varied workload which keeps work interesting 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. 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 constant Teamwork, Negative Operations and Customer Services Teamwork, My work Operations and Customer Servic		Pleasant colleagues and appreciative customers	Teamwork, Great service	Operations and Customer Services
My fellow colleagues and the residents i help are the reason i keep coming back to work. 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. People in the team and opportunities to get involved in different areas of work I have some great colleagues2. I have a varied workload which keeps work interesting 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. 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 constant 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 departs Teamwork, Staff Operations and Customer Services Operations and Customer Services Teamwork, Negative Operations and Customer Services Operations and Customer Services Teamwork, Negative Operations and Customer Services Teamwork, Negative 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
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 resid 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. People in the team and opportunities to get involved in different areas of work 1. I have some great colleagues2. I have a varied workload which keeps work interesting 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, My work Operations and Customer Services 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 constant 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 departning and de Operations and Customer Services Teamwork, My work Operations and Customer Services Teamwork, Negative Operations and Customer Services Teamwork, Negative 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
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 Teamwork, My work Operations and Customer Services I have some great colleagues2. I have a varied workload which keeps work interesting 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, My work Operations and Customer Services Teamwork, Megative Operations and Customer Services 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 departning the control of the 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
People in the team and opportunities to get involved in different areas of work 1. I have some great colleagues2. I have a varied workload which keeps work interesting 1. I have some great colleagues2. I have a varied workload which keeps work interesting 1. 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,My work Operations and Customer Services Teamwork,Negative Operations and Customer Services 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 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	ð	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 resid	Teamwork, Great service, staff, learning and de	Operations and Customer Services
1. I have some great colleagues2. I have a varied workload which keeps work interesting 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. 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 constant 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 departit Teamwork, staff Operations and Customer Services	ñ	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
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. 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 Operations and Customer Services	, I	People in the team and opportunities to get involved in different areas of work	Teamwork,My work	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 constant 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 departm Teamwork, staff 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
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		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 constant	Teamwork, Negative	Operations and Customer Services
The Town Hall is convenient to get to. Work / life 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

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 S
Taking into consideration the emotions and feelings of staff	Being listened to	Corporate and Community S
More resources / budget	Budget	Corporate and Community S
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 S
Less restructures which would lift morale	Change	Corporate and Community S
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
Stability	Change	Corporate and Community
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 change	S	
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
ess urgent change and more stability in the senior leadership structures	Change	Corporate and Community
Stop shifting Heads mof Service around and look at the quality of middle management.	Change	Corporate and Community S
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
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 tal	t	
this can not be achieved by continually reducing or not replacing staff in key areas.	Change,Budget	Corporate and Community
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
 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
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
Treat people with more respect.	Culture	Corporate and Community
trust	Culture	Corporate and Community
Expansion. More people implementing good ideas.	Culture	Corporate and Community
Freating staff with respect, being more open about sudden unexpected departures.	Culture, Communication	Corporate and Community
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 wit		
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		
able lines, there may be the out excent animing advertised but units for the privilege few wins smallagers will allow therefore on training "runing 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		
someuning winch was the main raction for the stant working nere. Some simple changes count have such a big impact yet when we suggest ment mey are ignored for fear of wasting time of incurring a small cost - this is having a major impact on staff motivation.	Culture,Learning and	
gnored for real of washing time of incurring a small cost " this is having a major impact on stall motivation.	Development, Communication	Corporate and Community S
	IDEVELOPITE III. CUITITUI IICAUUT	Looi porate and confinitionly t
		Corporate and Community
More flexibility in home working. Communication of who does what in terms of staff so work isn't duplicated.	Flexible working	Corporate and Community S

C	^)
	•	J

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?		
	0 15 : .	
	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	0	0
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.	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.		
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
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. improved officer/member relationships at all levels	Members Members	Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence.	Members Members Members	Corporate and Community Services Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals	Members Members Members Members Members, Communication	Corporate and Community Services Corporate and Community Services Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want	Members Members Members	Corporate and Community Services Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments, stop cutting council tax so there is enough resources to provide the services they want Better morale, bettewr team working and interdepartmental visions for what should be delivered for the good of the borough. Not to feel threatended and	Members Members Members Members Members, Communication	Corporate and Community Services Corporate and Community Services Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want	Members Members Members Members,Communication Members,Council Tax reduction	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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want 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 through without listening to officers. There is a culture of just 'doing as your told'	Members Members Members Members Members, Communication	Corporate and Community Services Corporate and Community Services Corporate and Community Services 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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff, respect from Members; corporate cross working to common goals stop councillors interferring in departments, stop cutting council tax so there is enough resources to provide the services they want 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 through without listening to officers. There is a culture of just 'doing as your told' Generally, what would make council a better workplace are improvements in staff morale. This is commonly impacted by issues that interfere with day-to-	Members Members Members Members,Communication Members,Council Tax reduction	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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 thirough without listening to officers. There is a culture of just 'doing as your told' 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	Members Members Members Members,Communication Members,Council Tax reduction	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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 through without listening to officers. There is a culture of just 'doing as your told' 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.	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want 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 through without listening to officers. There is a culture of just 'doing as your told' 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	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop counciliors interferring in departments, stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments, stop cutting council tax so there is enough resources to provide the services they want 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 through without listening to officers. There is a culture of just 'doing as your told' 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 pub	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments, stop cutting council tax so there is enough resources to provide the services they want 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 through without listening to officers. There is a culture of just 'doing as your told' 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 pub	Members Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental Members, Culture, Cross Departmental	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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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 tha	Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop counciliors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want 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' 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 t	Members Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental Members, Culture, Cross Departmental	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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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 tha	Members Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental Members, Culture, Senior leadership, Workload, Change, IT systems	Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew 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' 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 t	Members Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental Members, Culture, Cross Departmental	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. Improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop counciliors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want 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' 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 t	Members Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental Members, Culture, Senior leadership, Workload, Change, IT systems	Corporate and Community Services 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. improved officer/member relationships at all levels Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want Better morale, bettew ream 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' 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 th	Members Members Members Members Members, Communication Members, Council Tax reduction Members, Culture, Cross Departmental Members, Culture, Senior leadership, Workload, Change, IT systems	Corporate and Community Services Corporate and Community Services

C	\sim	
-	α	

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		corporate and commany correct
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	rteward	Corporate and Community Cervices
receive the pay you should for this hard work.	Reward	Corporate and Community Services
Better scales of pay	Reward	Corporate and Community Services
better scales or pay Timely appraisals and objective setting (it is now January and I have yet to go through an Appraisal).	Inewalu	Corporate and Community Services
Stop the largely unnecessary cost cutting in service areas which often result in more officer time wasted when dealing with inefficient IT systems and		
outpute raigery unnecessary cost country in service aleas which often result in more unicer time wasted when dealing with members in systems and outdated software.		
outuated soliware. 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		
by internets. The amount of others mine spent preming, representations and the properties of the Council, and must change in order to progress. No		
detiniented impact on start intorate, outcomestabilished practices are engranted into the very libre of the Council, and must change in order to progress, we 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.	Deward	Compared and Community Consisse
Providence	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	Daward	Company to and Community Committee
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 etcthese changes are always detrimental to the employees.	Developed Observes Burdens	0
langua barefta a effer a Marefavilli a mada attara / are ad favila a mada	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		
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
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. 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	·	·
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 Reward, Culture Reward, General Environment	Corporate and Community Services Corporate and Community Services Corporate and Community Services

C	W
•	\cap

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	Official Working	Corporate and Community Services
phone calls- not always quiet, others require quiet focusthe two cannot work well sat side by side. We are creatures of habit and the council risks not		
priorie cans not aways quiet, oriens require quiet incus		
This may well change soon.	One and an IM and the m	0
	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	l l	
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	Circlegic violen	Corporate and Community Cervices
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	Wedded Occurred IT and	0
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 projective and not have to constantly justify every Penny spent		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. Greater budget for Adult social care	Budget	Adult, Children and Health Services Adult, Children and Health Services
Greater budget for Adult social care	Budget Budget	Adult, Children and Health Services
	Budget	

	_
	\sim
-	-
	<u>. </u>
•	\neg

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	3.,	
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.		
THE SERVICE USERS DOWN AND LEFT THEM VUNNEABLE AND ATRISK. 5. CLEAR PROCESS	Budget Change Caries leadership Causail	
	Budget,Change,Senior leadership,Council	
6. THAT SERVICE MANAGER AND ABOVE ADHEAR TO THE CREATE VALUES	Tax reduction,Reward	Adult, Children and Health Services
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	Career progression, an atogre vision	/ tauti, ormanon ana moatan convicco
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.		
	Channa	Adult Children and Health Candas
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	J	1
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	Change, Learning and Development, line	Addit, Children and Fleatin Gervices
Junealistic expectations of locum managers.	management	Adult, Children and Health Services
unitedistic expectations on courn managers. 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	Gnange,iire managerfiefit	Addit, Children and Health Services
	Observe Oserian Israelanakin	Adult Obilding and Health Oc.
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	L	1
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

+	-	•
	_	_

Management of the desiring		I
More genuine involvement of staff in decisions. Better communication.	Communication	Adult, Children and Health Services
Desire communication. 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	Communication	Addit, Children and Health Services
Anyone working dustile or the town had excluded whost enhals received from the council reade to the countries seen to longer those working at the town hall. We do not know the people mentioned in emails etc as we never see them. We need more		
	Communication	Adult Children and Health Candon
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		
Less individual agenteria. Being listened to as the subject matter expert, and being able to give a view that is respected		
Define monowered to make decisions		
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?	O	
Inemseives?	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,Learning and	
COMMUNICATION & more RESPECT towards staff from above. and actually using skills staff have and supporting their development!	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.	Cross Departmental, Learning and	
Better joint working from other teams where their input is required.	Development, Culture, Reward	Adult, Children and Health Services
Better communications between senior managers and those on the shopfloor	Development, Culture, Neward	Addit, Children and Fleatin Cervices
Better ICT		
Better pay and benefits	Cross	
	Departmental, Misc, Communication, Leaders	
Better joint working CMHT		Adult Obildura and Health Oracica
More services for vunerable adults Patter reporting of the benefit or wildle	hip,IT systems,Reward	Adult, Children and Health Services
- Better promotion of the benefits available	Cross Deportmental Conies	
- The MD and senion management team/Councillors being more visible (all sites)	Cross Departmental, Senior	Adult Obilding and the first of
- More joined up working within and across Directorates	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
	1	
Flexible working		
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		
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
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	Culture Culture	Adult, Children and Health Services 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. Less bureaucracy e.g. the appraisal process which is currently too heavy and does not motivate staff. values staff and believe in their skills		
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. Less bureaucracy e.g. the appraisal process which is currently too heavy and does not motivate staff.	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. Less bureaucracy e.g. the appraisal process which is currently too heavy and does not motivate staff. values staff and believe in their skills	Culture	Adult, Children and Health Services

Work/life balance practiced by senior management.		
Less last minute/reactive, more planned/proactive.		
Date of the second of the seco		
Understanding each departments functions and opportunities to identify assets in RBWM and use to our advantage.		
Increased focus on relevant PPD.		
Increased locus on relevant PPD.		
Increased focus on career aspirations of staff and nurture their development to retain talent.		
incleased locas of career aspirations of staff and further 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	General Environment	Add A Obildon on add Hookko Oraciona
quality in a shorter space of time.	General Environment	Adult, Children and Health Services Adult, Children and Health Services
Having the correct tools/equipement to do ones work. Printers that work properly and not broken constantly.	General Environment	Adult, Children and Health Services
Filliers that work properly and not proken constantly.	General Environment	Adult, Children and Health Services
	General Environment	Addit, 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	General Environment,IT systems,Smarter	
staff. Praise for what you have done and not only what you haven't done. Improved IT systems e.g. PARIS.	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	General Environment,resourcing,IT	
higher salary for the same jobs.	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	IT avetema	Adult Obildua and Haalth Candaa
systems and it is not efficient use of time.	IT systems	Adult, Children and Health Services
reliable IT, more desks Look at who are making the major decisions and consider are they the right person for the job.	IT systems,Smarter Working	Adult, Children and Health Services
Evon 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.	readeratilb	Addit, Children and Redith Services
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.		
Saying the district Saying Control of the Michael of the Michael of the Control of the district of the district of the Control of the district		
	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,	- P	,
inspirational and efficient.	Leadership	Adult, Children and Health Services

4	_
C	N

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
A good intanager that cares about stain. Who will encourage progression and new skills: within the workplace.	ille management	Addit, Children and Fleatin Services
Flexible working conditions, trusting open management, 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
Not sure reduced our	Misc Misc	Adult, Children and Health Services Adult, Children and Health Services
Not sure	Misc	Adult, Children and Health Services
Not sure reduced our	Misc Misc	Adult, Children and Health Services Adult, Children and Health Services
Not sure reduced our	Misc Misc	Adult, Children and Health Services Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off.	Misc Misc	Adult, Children and Health Services Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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 Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues	Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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 Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 1. A better IT environment: the PARIS database is an ancient, inflexible, and labyrinthine working tool. My team need a workflow application which pulls	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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.	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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.	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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.	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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.	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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 Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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 Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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 Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job Improved pay scales.	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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 Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job Improved pay scales. Appreciation of loyalty an	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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 Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job Improved pay scales.	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 1. A better I'T 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 I'T 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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 Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job Improved pay scales. Appreciation of loyalty and	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services
Not sure reduced our Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. 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. If it valued the views of the general community and acted in their best interests instead acting in the interests of business colleagues 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 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. 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. Recognising the work that we do and better prospects If staff were recognised for their hard work & dedication to the job. Staff are undervalued 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 Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job Improved pay scales. Appreciation of loyalty an	Misc Misc Misc Misc Misc Misc Misc Misc	Adult, Children and Health Services

4
_
7
-

register insurgement to speak to self or a one to one base about work place issues. Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some to CREATE values. Local Consistant management who can some the	Support and understanding from higher management and elected members, if they are given a true picture of the situation on the front line.	T	T
Consistant minagement who can communication without aggression and undermining staff. A service manager for communication of the scorar from the positions, and the scorar from the positions of the scorar from the scorar			
A sevice manager who can work to CREATE values. Experienced staff or less cast from the properties. Rections number of sold services staff according by being note and action from HR loavers interviews. Provide professionals XV training for ACV. Better pay. The provide professionals XV training for ACV. Better pay. The provide professionals XV training for ACV. Better pay. The provide professionals XV training for ACV. Better pay. The provide professionals XV training for ACV. Better pay. The provide professionals XV training for ACV. The provide professional XV training and according to the ACV. The provide professional XV training and according to the time according action to the provide professional XV training and according to the time according action to the action action to the ACV. The provide action to the ACV. The			
Experienced solf to 61 security from time positions, Reduce number of add service staff terming, by saling role and action from HR leevers interviews. Fake action on why staff keep leaving PRPM. Batter pay Employ management who are approximate. No hor desking. For management who are approximate. No hor desking. For management who are approximate. Note interpret in the proximate of the p			
Reduce number of adult services staff leaving, by taking note and action from HR leavers interviews. Take action on thy staff loop leaving staff loop promising for AD s. Take action on thy staff loop leaving for AD s. Promote professional SV training for AD s. Promote professional SV training for AD s. Promote produces the balance in practice. Promote pool work life balance in the work place. Transparancy. More inflagration with other services so that everyone can understand what each team does. Could do a "barn of the morth" spotlight on the Borough life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place. Promote pool work life balance in the work place in the staff may be presented with the work life balance in the work place in the work life balance in the work place in the work life balance in the work place in the work life balance in the work place in the work life balance in the work life balanc			
Take action on why staff keep leaving RBWM. Provide professional SW teahing for AD's. Better pay Provide professional SW teahing for AD's. Better pay Provide professional SW teahing for AD's. Better pay Provide professional SW teahing for AD's. Begre bloght for much needed envices. Begre bloght for much needed environal for much needed with new needed was needed with new propriets of noise staff who have so called referred then come back as consultants on huge salelys doing jobs that can be done already in the service. book as all who have so called referred then come back as consultants on huge salelys doing jobs that can be done already in the service. book as all who have so called referred then come back as consultants on huge salelys doing jobs that can be done already in the service. book as all who have so called referred then come back as consultan			
Provide professional SW training for ACVs. Better pay Enter pay En			
Setter play Employ management who are approchable. No hold desking. It equipment that works. It is equipment that wo			
Employ management who are approchable. No hot desissing. If aguipment that works. Promote good work life balance in gractice. Address care providers conceins with Carewarch. Address care providers care providers work in the second of the Carewarch and Health Services. Address care providers care providers work with the warring care providers with a care provider with a care provider with care and evaluating when the service. Address care providers were providers with a care provider with a care produced without any explanation or commerciation of the Machiner or providers with a care with a care was an explanation or commerciation or produce providers with a care was an explanation or commerciation or produce providers with care was an explanation or	Provide professional SW training for AO's.		
No ho deskins, it equipment that works. Promote good work life belance in practice. Signer budget to much needed services. Value and support staff to promote good practice in the work place. Transparency. Transparency. More integration with other services so that everyone can understand what each team does. Could do a "team of the month" specifight on the Borough labeling that gives an introduction of the members and and cess study for what a team does. Recognition. Cross Departmental Adult, Children and Health Services Departments on the services of the services on the services of the services on the services on the services on the services of the services on the services of the services on the services of t	Better pay		
It requirement that works. Playmorite good work (it is belience in practice. Bigger budget for much needed services. Address care provides concerns with a Carawatch. Yabe and support staff to promote good practice in the work place. Provide and support staff to promote good practice in the work place. Provides and support staff to promote good practice in the work place. Provides and support staff to promote good practice in the work place. Provides and support staff to promote good practice in the work place. Provides and support staff promote good practice in the work place. Provides and support staff promote good practice in the work place. Provides and support staff promote good practice in the work place. Provides and support staff promote good practice in the work place. Provides an introduction of the members and and case study for what a team does. Readable it telephones, valuing staff and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less agency staff. Processing the support of the staff who in the sent staff who in the sea three where you can be supported then come book as consultants on hungs asked but in consecutive to work hard with no extra pay. More consideration for the basic needs of staff (looking after them and valuing the work they do), in order to retain them. Sactions speak budget than works, and while we are told we are valued the existence so otherwise. Cancelling the "Chintens" kunch (due in February) without any explanation communication or apology?? Very poor. People have adapted to huge pressures and changes, not least to the desking and the case of the season of the Mark Piron, mits has creaded aworking environment that is at its mess extremely restricts. In all the sharp of the council and makes the staff who were to the season of the Mark Piron, mits has creaded aworking environment that is at time sex extremely restricts. In all the sharp o	Employ management who are approchable.		
Promote good work life balance in practice. Bigger budget for much needed services. Address care providers concerns with Carewick. Recognition, Communication, Senior leadership, Members, Smarter Working. Recognition of the members and and case study for what a team does. Recognition in the green on introduction of the members and and case study for what a team does. Recognition in the green on introduction of the members and and case study for what a team does. Recognition in the green on introduction of the members and and case study for what a team does. Recognition in the green on introduction of the members and and case study for what a team does. Recognition in the green on introduction of the members and and case study for what a team does. Recognition in the green on introduction of the members and and case study for what a team does. Recognition in the green on introduction of the members and and the case that the provision of the past they been past to manage staff but no tonger do but are stagl celling and the case ton 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 goen a long way, to have lace cancelled without any explanation or communication or applicably? Very poor, People have adapted to huge prosess and changes, not least to teaching and the case ton 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 goen a long way, to have lace cancelled without any explanation or communication or applicably. Ye proper proper have a departed to huge presents and changes, not least to design and the case to of the MASH room, this has created a working environment that is at times extremely stressful and diffic	No hot desking,		
Bigger budget for much needed services. Address care provides concerns with Carewatch. Value and support staff to promote good practice in the work place. Intraspisation. Value and support staff to promote good practice in the work place. Intraspisation. Intraspisation. Recognition, Communication, Senior Budefin that gives an introduction of the members and and case study for what at seam does. Reliable it telephones, valuing staff and the most vulnerabile in the community, recognition of skill, better pay and benefits, more social workers less agency staff. 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 referred then come back as consultants on huge salarys doing jobs that can be done already in the service. Icol. 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 referred then come back as consultants on huge salarys doing jobs that can be done already in the service. Icol. Recognition to the service for the se	It equipment that works.		
Address caire providers concerns with Carewatch. Yalsu and supports staff to primote good practice in the work place. Transparency. 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 Suldein hat gives an introduction of the members and and case study for what a team does. Adult, Chidren and Health Services Recognition with other services so that everyone can understand what each team does. Could do a "team of the month" spotlight on the Borough Sulfering with other services and and case study for what a team does. Adult, Chidren and Health Services Recognition or the services and and case study for what a team does. Recognition in the services and the most vinerable in the community, recognition or skill, better pay and benefits, more social workers less againty staff. 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 referend then come back as consultants on huge salarys doing jobs that can be done already in the service. Not a staff who in the past have been pind to manage staff that to longer do but are sail getting paid whilst others continue to work hard with ne extra pay. More consideration for the basic needs of staff (looking after them and valuing the work they do), in order to retain them. Sacross speak Ducker than words, and wish we are allow are available that every and a makes staff words and wish we are allowed are available that every and extremely stressful and official. A little thank you are controlled without any explanation or comment about rearranging is just poor effort on the part of the council and makes working environment that is at times extremely stressful and difficult. A little thank you are controlled without any explanation or comment about rearranging is just poor effort on the part of the council and makes working even and they	Promote good work life balance in practice.		
Address caire providers concerns with Carewatch. Yalsu and supports staff to primote good practice in the work place. Transparency. 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 Suldein hat gives an introduction of the members and and case study for what a team does. Adult, Chidren and Health Services Recognition with other services so that everyone can understand what each team does. Could do a "team of the month" spotlight on the Borough Sulfering with other services and and case study for what a team does. Adult, Chidren and Health Services Recognition or the services and and case study for what a team does. Recognition in the services and the most vinerable in the community, recognition or skill, better pay and benefits, more social workers less againty staff. 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 referend then come back as consultants on huge salarys doing jobs that can be done already in the service. Not a staff who in the past have been pind to manage staff that to longer do but are sail getting paid whilst others continue to work hard with ne extra pay. More consideration for the basic needs of staff (looking after them and valuing the work they do), in order to retain them. Sacross speak Ducker than words, and wish we are allow are available that every and a makes staff words and wish we are allowed are available that every and extremely stressful and official. A little thank you are controlled without any explanation or comment about rearranging is just poor effort on the part of the council and makes working environment that is at times extremely stressful and difficult. A little thank you are controlled without any explanation or comment about rearranging is just poor effort on the part of the council and makes working even and they	Bigger budget for much needed services.		
Value and support saff to promote good practice in the work place. Transparency 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 More integration with other services so that everyone can understand what each team does. Reliable in tail pass an introduction of the members and and case study for what a team does. Reliable in tail pass an introduction of the members and and case study for what a team does. Recognition, Cross Departmental Adult, Children and Health Services Recognition, Cross Departmental 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, received understand the service. book 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. More consideration for the basic needed of staff (fooling after them and valuing the work they do, in order to retain them. Adult, Children and Health Services Adult, Children and Health Services working and the creation of the Machanian or approach "Very poor. People have adapted to have adapted			
Transparency. Bulletin the post process on 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. Recipilition, it elephones, valuing steff and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less agancy staff. Recognition, IT systems, Reward Adult, Children and Health Services Septembers, and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less agancy staff. Sop employing staff who have ac-called relieved then come based as consultants on huge salays doing lobs that can be done sheady in the service, look at staff who in the gas the wave been good and the most pay with the service in the service in the service of the service in the serv		Recognition Communication Senior	
More integration with other services so that everyone can undestand what each team does. Could do "team of the month" spotlight on the Borough Reliable in taig type an introduction of the members and and case study for what a team does. 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 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 retered then come back as consultants on huge salarys doing jobs that can be done already in the service. Jook at staff working out in the field. Common sense from staff rather than an always putting obstacles in the way, creating unnecessary work. Stop employing staff who have so-called retered then come back as consultants on huge salarys obtained to a staff working out in the field. Common sense from staff rather than and have so called retered then come back as consultants on huge salarys only the staff was a staff who in the past have been paid to manege staff than to longer do but are still getting paid whilst others are sorted. More consideration for the Mack! The salary without any explanation of communication or apology?? Very poor. People have adopted to huge pressures and changes, not least hot desking and the constraints of the council and makes and changes and changes, and the salary explanation or comment about rearranging is just poor effort on the part of the council and makes and the part of the			Adult Children and Health Services
Bulletin that gives an introduction of the members and and case study for what a itseam does. Relabilet, it leplophones, valuing staff and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less agency staff. 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 referred then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who have so-called referred then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who have so-called referred then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who have so-called referred then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who have been paid to manage staff but no kinger do but are still getting paid whilst others continue to work hard with no exist pay. Without any explanation or manufaction or apology? Very poor, People have adapted to luge pressures and changes, not least not desking and the creation of the MSH roun, this has created a working environment that is at times extremely stressful and difficult. A little thanks 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 for hard work rather than criticism. 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 lips service. That is why so many don't submit responses—it's a weste of smell Finally there should be better pay and even thanks for hard work rather than criticism. Feed that more resources are needed to ensure a better delivery of services		ioddoronip,iwembera,omarter working	radii, Children and Health Cervices
Relable it, lelephones, valuing staff and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less apency staff. Recognition, IT systems, Reward Adult, Children and Health Services Recognition, IT systems, Reward Adult, Children and Health Services 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 releired then come back as consultants on huge salarys doing jobs that can be done already in the service, look at staff which was the past have been paid to manage staff but no longer do but are still geling paid whilst other some paid to manage staff but no longer do but are still geling paid whilst other some paid to manage staff but no longer do but are still geling paid whilst other some paid to manage staff but no longer do but are still geling paid whilst other with the next can be adopted to his paid to the paid and while we are told we are valued the evidence is otherwise. Cancelling the "Christmas" lunch (due in February) without any explanation communication or applogr?? Very poor. People have adapted to huge pressures and changes, not least not desking and the creation of the MSAF1 room, this has created a working environment into it as it are seaterwise. Staff should be more appreciated and rot have work pied upon them and being expected to cover when colleagues leaves and official. It alter than you at Christmas would be better pay and even thanks for hard work rather than critical solutions and the pay and even thanks for hard work rather than critical solutions and the pay and even thanks for hard work rather than critical to cover when colleagues leaves the pay and even thanks for hard work rather than critical to cover when colleagues leaves the pay of even thanks for hard work rather than critical solutions. The pay and even thanks f		Recognition Cross Departmental	Adult Children and Health Services
Recognition, IT systems, Reward Adult, Children and Health Services Stop employing 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 retired then come back as consultants on huge salarys doing jobs that can be done afready in the service, look at staff who 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. More consideration for the basic needs of staff (looking after them and valuing the work life, poil, or more they do, in order to retain them. Recognition, Reward Adult, Children and Health Services Adult, Children and Health Services 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 apologicy? Very poor. People have adapted to buge pressures and changes, not cleast 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 thanky ou 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 make 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 refared than critical and the halth Services Teat and the pay and even thanks for hard work refared than critical and Health Services Teat and the pay and even thanks for hard work refared than critical and the pay and even thanks for hard work refared thanks. The pay and even thanks for hard work refared thanks are recognition. Worklo		n recognition, cross Departmental	Addit, Children and Fleatin 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 retered then come back as consultants on huge salarys doing jobs that can be done already in the service. Dook at staff who have so called retered then come back as consultants on huge salarys doing jobs that can be done already in the service. Dook at staff who have so called retered then come back as consultants on huge salarys doing jobs that can be done already in the service. Dook at staff who have so called retered then come back as consultants on huge salarys doing jobs that can be done already in the service. Dook at staff who have so called retered the come of the service of the MASH room, this has created a working environment that is at times externely stressful and difficult. At Italian way out a Christman 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 where the service of		Decembine IT systems Devend	Adult Children and Health Comises
Stop employing staff who have so- called retired then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who in the gast have been gaid to manage staff but no longed getting paid whist others continue the past have been gaid to manage staff but no longed getting paid whist others continue. Adult, Children and Health Services actions speak to whe the past have been gaid to manage staff but no longed getting paid whist others continue. Recognition, Reward Adult, Children and Health Services actions the basic needs of staff (looking after them and valuing the work they do), in order to retain them. Recognition, Reward Adult, Children and Health Services and the past of the	agency staπ.	Recognition,11 systems,Reward	Adult, Children and Health Services
Stop employing staff who have so- called retired then come back as consultants on huge salarys doing jobs that can be done already in the service. look at staff who in the gast have been gaid to manage staff but no longed getting paid whist others continue the past have been gaid to manage staff but no longed getting paid whist others continue. Adult, Children and Health Services actions speak to whe the past have been gaid to manage staff but no longed getting paid whist others continue. Recognition, Reward Adult, Children and Health Services actions the basic needs of staff (looking after them and valuing the work they do), in order to retain them. Recognition, Reward Adult, Children and Health Services and the past of the			
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 Adult, Children and			
More consideration for the basic needs of staff (looking after them and valuing the work they do), in order to retain them. 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. Or Interhans 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. 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. Faster reaction times when replacing staffriceruliment processes resourcing Adult, Children and Health Services resourcing, Strategic Vision resourcing, Strategic			
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 chald editional to the WASH 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. Staff should be betted 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 hanks for hard work rather than criticism. Recognition. Workload Adult. Children and Health Services Faster reaction times when replacing staff/recruitment processes More staff 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 Test out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money Test out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money Test out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money Test out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money Test out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money Test out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money Test out the "non jobs" and			
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. 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 lips ervice. That is why so many don't submit responses—it's a waste of time! Finally there should be better hanks for hard work rather than criticism. Recognition, Social / Wellbeing, Smarter Working Adult, Children and Health Services. Recognition, Workload Adult, Children and Health Services are resourcing and the council offer the best service. Teel that more resources are needed to ensure a better delivery of services and also feel 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 Deter benefits for employees Better terms and conditions for staff If and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not better pay and rewards. More support from Managers Adult, Children and Health Services learned and conditions for staff Reward Adult, Children and Health Services Adult, Children and Health Services Reward Adult, Children and Health Services Better pay and rewards. More support from Managers 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 Adult, Children and Health Services Adult, Children and Health Services Adu		Recognition, Social / Wellbeing	Adult, Children and Health Services
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. 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. Faster reaction times when replacing stafffrecrultment processes More staff 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 If eel 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. 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 Detter benefits for employees Better benefits for employees Detter pay for what we are expected to do. Adult, Children and Health Services To securing. Strategic Vision Reward Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services To securing. Strategic Vision Reward Adult, Children and Health Services Adult, Children and Health Services Reward Adult, Children and Health Services Adult, Children and Health Services Reward Adult, Children and Health Services 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)		
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. 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. Faster reaction times when replacing staff/recruitment processes Faster reaction times when replacing staff/recruitment processes Faster reaction times when replacing staff/recruitment processes 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 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. 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 better benefits for employees Better per and conditions for staff I and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not Better pay and rewards. More support from Managers 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 Better pay and rewards. More support from Managers Workers would feel valued if they were recognised for their work-cash bonus for employee of by other councils in the County. At present there Is little to incentivise workers from other Boroughs to join the council and to remain Current appraisal system is divisive as it is linked to appraisal. Appraisal is useful	without any explanation communication or apology?? Very poor. People have adapted to huge pressures and changes, not least hot desking and the		
me feel like staff actually aren't valued at all. 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 resourcing and the pile services of the sourcing and devent the pile services of the sourcing and stop paying to bring people in to tell you what your "people" already know - Wasting residents money resourcing 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. 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 better benefits for employees Reward Adult, Children and Health Services Reward Adult, Children and Health Services Reward Adult, Children and Health Services or resourcing. Adult, Children and Health Services or resourcing. Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing. Strategic Vision Reward Adult, Children and Health Services or resourcing or resourcing. Strategic Vision Reward Adult, Children and Heal	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		
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 Faster pay for the staff work as well as wel	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	Recognition, Social / Wellbeing, Smarter	
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 Faster pay for the staff work as well as wel			Adult, Children and Health Services
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 resourcing Adult, Children and Health Services resourcing Adult, Children and Health Services fesourcing Adult, Children and Health Services resourcing Adult, Children and Health Services resourcing Adult, Children and Health Services fesourcing esourcing, Strategic Vision Adult, Children and Health Services fester pay for what we are expected to d		3	, , , , , , , , , , , , , , , , , , , ,
should be better pay and even thanks for hard work rather than criticism. Faster reaction times when replacing staff/recruitment processes Faster reaction times when replacing staff/recruitment processes 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 Ifeel 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. 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 Enter the pendits for employees Better terms and conditions for staff Reward Adult, Children and Health Services Adult, Children and Health Services Better benefits for employees If I and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not Better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay and rewards. More support from Managers 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 Reward Adult, Child			
Faster reaction times when replacing staff/recruitment processes More staff 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 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 Adult, Children and Health Services Resourcing Adult, Children and Health Services Resourcing Adult, Children and Health Services Resourcing, Strategic Vision Adult, Children and Health Services 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 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 better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay and rewards. More support from Managers 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 Bostitives in others. Reward Adult, Children and Health Services Reward Adult, Children and Health Services Adult, Children and Health Services Reward Adult, Childr		Recognition Workload	Adult Children and Health Services
More staff 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 Resourcing Adult, Children and Health Services Resourcing Adult, Children and Health Services Deter pay for what we are expected to do. Adult, Children and Health Services hetter benefits for employees Reward Adult, Children and Health Services better terms and conditions for staff Reward Adult, Children and Health Services better pay for what we are expected to do. Ability to buy 15 days maximum A/L Reward Adult, Children and Health Services Better pay and rewards. More support from Managers Better pay and rewards. More support from M		<u> </u>	
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 Teed 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 Resourcing, Strategic Vision Adult, Children and Health Services Detter benefits for employees Better terms and conditions for staff If and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not Better pay for what we are expected to do. Reward Adult, Children and Health Services Detter pay and rewards. More support from Managers 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 Detter pay 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 when decisions are to Tesourcing Adult, Children and Health Services Reward Adult, Children and Health Ser		<u> </u>	
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			
offer the best service. 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 better benefits for employees Reward Adult, Children and Health Services better terms and conditions for staff If and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not Better pay for what we are expected to do. Ability to buy 15 days maximum A/L Better pay and rewards. More support from Managers 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. Better pay 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 Clear structure, competitive salary, reduce caseload, adequate training for managers and CP, direct consultation with social workers when decisions are to		resourcing	Addit, Children and Health Services
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 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 Adult, Children and Health Services Better pay for what we are expected to do. Reward Adult, Children and Health Services Adult, Children and Health Services Better pay and rewards. More support from Managers 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. Better pay 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 Reward			
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 better benefits for employees better terms and conditions for staff Reward Adult, Children and Health Services better terms and conditions for staff Reward Adult, Children and Health Services better pay for what we are expected to do. Reward Adult, Children and Health Services better pay for what we are expected to do. Reward Adult, Children and Health Services better pay and rewards. More support from Managers 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. Better pay 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 Reward Adult, Children and Health Services Reward Adult,	oner the best service.	D	Adult Obildon and U. S. C.
lean and are unable to cope with absences and issues better benefits for employees better terms and conditions for staff if I and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not better pay for what we are expected to do. Reward Adult, Children and Health Services better pay for what we are expected to do. Reward Adult, Children and Health Services better pay for what we are expected to do. Reward Adult, Children and Health Services better pay for what we are expected to do. Reward Adult, Children and Health Services Better pay and rewards. More support from Managers 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 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 Better pay Reward Adult, Children and Health Services Reward Adult, Ch		Resourcing	Adult, Unildren and Health Services
better benefits for employees better terms and conditions for staff for a my colleagues were paid the same as neighbouring authorities for doing the same role, we are not better pay for what we are expected to do. Reward Adult, Children and Health Services better pay for what we are expected to do. 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 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. Better pay Reward Adult, Children and Health Services Better pay Reward Adult, Children and Health Services Reward			1
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 Reward Adu			
if I and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not better pay for what we are expected to do. Reward Adult, Children and Health Services Ability to buy 15 days maximum A/L Better pay and rewards. More support from Managers 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 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 Clear structure, competitive salary, reduce caseload ,adequate training for managers and CP, direct consultation with social workers when decisions are to			
better pay for what we are expected to do. Abult, Children and Health Services Ability to buy 15 days maximum A/L Better pay and rewards. More support from Managers Reward Adult, Children and Health Services 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. Better pay Reward Adult, Children and Health Services			
Ability to buy 15 days maximum A/L Better pay and rewards. More support from Managers 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. Better pay 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 and rewards. More support from Managers 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. Better pay Reward Adult, Children and Health Services	better pay for what we are expected to do.	Reward	Adult, Children and Health Services
Better pay and rewards. More support from Managers 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. Better pay Reward Adult, Children and Health Services	Ability to buy 15 days maximum A/L	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. Better pay Reward Adult, Children and Health Services Reward Adult, Children and Health Services 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 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		Reward	Adult, Children and Health Services
positives in others. Better pay 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 Reward Adult, Children and Health Services 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		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 Clear structure, competitive salary, reduce caseload adequate training for managers and CP, direct consultation with social workers when decisions are to			
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 Clear structure, competitive salary, reduce caseload ,adequate training for managers and CP, direct consultation with social workers when decisions are to		1101101	radit, Children and Health Cervices
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			
Clear structure, competitive salary, reduce caseload ,adequate training for managers and CP, direct consultation with social workers when decisions are to		Powerd	Adult Children and Health Somises
	is niue to incernivise workers from order Boroughs to join the council and to remain	newaru	Adult, Children and Health Services
tipe made with regards to day to day practice. IReward, Workload, Communication I Adult, Children and Health Services I.		Daniel Waltand Commission	
hada, omator and reduction of	pe made with regards to day to day practice.	Reward, Workload, Communication	Adult, Children and Health Services

1	_
7	1
L	וע

	1	
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 doesn't sack staff you don't subscribe to her exact veiwpoints.	Leadership	Adult, Children and Health Services
Kniew managing unector who obesin stack start you don't subscribe to new exact verificial staff in volatile situations and just expecting them to 'get on with	Leadership	Addit, Children and Health Services
osinor managers understanding and protection or nont line stan, le not continually putting stan in volatile situations and just expecting them to get on with	La cata and the	
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	Leadership	7 Idalit, Children and Fledian Cervices
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		
	La cata and the	Adult Obildura and Health Oraciona
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 holdlenge higher management if the	Leadership, Wellibers	Addit, Children and Health Services
In senior interagement were not occurry you would never more interagers with an economistic to be paid.	Leadership,resourcing	Adult Obildus and Health Osmissa
Stail 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		
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		
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		
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		
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		
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		
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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		
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 believe 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		
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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	Leadership,resourcing	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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.	<u>Leadership,resourcing</u>	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 believe 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	Leadership,resourcing	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied. These issues have been going on for some time and have been publically 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. New leadership, counsillors who actually understand the needs of the residents and listen to the Borough's employees rather than thinking they know best.	Leadership,resourcing	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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
setting in the office making staff feel demoralised, humiliated and bullied. These issues have been going on for some time and have been publically 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. New leadership, counsillors who actually understand the needs of the residents and listen to the Borough's employees rather than thinking they know best.	Leadership,resourcing Leadership,Reward,Members	Adult, Children and Health Services Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied. These issues have been going on for some time and have been publically 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. New leadership, counsillors who actually understand the needs of the residents and listen to the Borough's employees rather than thinking they know best.		
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 safff 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. 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
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 believe 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk	Leadership,Reward,Members Smarter Working Smarter Working	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 safff 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings.	Leadership,Reward,Members Smarter Working	Adult, Children and Health Services Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 safff 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 believe 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 continuel exodus of staff, staff still working unhappy and now locums costing large amounts of money taking their places. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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.	Leadership,Reward,Members Smarter Working Smarter Working	Adult, Children and Health Services Adult, Children and Health Services Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 believe 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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.	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 safff 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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. Storage space for resources. Reliable access to a desk and computer. Being able to netw	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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. Storage space for resources. Reliable access to a desk and computer. Being able to netw	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 believe 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 continued accounts of staff, staff still working unhappy and now locums costing large amounts of money taking their places. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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. Storage space for resources. Reliable access to a desk and computer. Being able to ne	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 safff 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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. Storage space for resources. Reliable access to a desk and computer. Being able to netw	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied.n These issues have been going on for some time and have been publically 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 believe 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 continued accounts of staff, staff still working unhappy and now locums costing large amounts of money taking their places. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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. Storage space for resources. Reliable access to a desk and computer. Being able to ne	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services
setting in the office making staff feel demoralised, humiliated and bullied. These issues have been going on for some time and have been publically 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 safff 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. 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 A desk that is mine and the ability to work in close proximity to my team. No hot desk More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. 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. Storage space for resources. Reliable access to a desk and computer. Being able to netwo	Leadership,Reward,Members Smarter Working Smarter Working Smarter Working Smarter Working Smarter Working	Adult, Children and Health Services

46	
U ,	t

If 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. Less hot desking which is stressing out the workers who cannot find a place to sit. 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.	ng Adult, Children and Health Services
stressful race for people to get in earlier and earlier which is unfair on those that can't do so. Less hot desking which is stressing out the workers who cannot find a place to sit. Smarter Working Smart	ng Adult, Children and Health Services
Less hot desking which is stressing out the workers who cannot find a place to sit. 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	ng 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	
meal/ party?), greater support and appreciation for difficulties during periods of change, more desk space, improved communication between senior	ng Adult, Children and Health Services
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	
	ing,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	n,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 / Turn	
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,Rew	ard 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 Workload, Seni	
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.	
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, Strat	egic Vision, Members Adult, Children and Health Services
What might possibly make the council a better workplace?	
A set of the set of th	
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.	to Operations and Customer Services
More respect, regard and support from Team Leader/Managers	
More respect, regard and support from Team Leader/Managers	0
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	
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 To show more support to staff who are often residents as well with two viewpoints. 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
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 To show more support to staff who are often residents as well with two viewpoints. Being listened take greater notice of the advice provided by experienced officers Being listened	to Operations and Customer Services 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 To show more support to staff who are often residents as well with two viewpoints. Being listened take greater notice of the advice provided by experienced officers 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	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 To show more support to staff who are often residents as well with two viewpoints. Being listened take greater notice of the advice provided by experienced officers 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 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	to Operations and Customer Services to Operations and Customer Services 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 To show more support to staff who are often residents as well with two viewpoints. Being listened take greater notice of the advice provided by experienced officers 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	to Operations and Customer Services to Operations and Customer Services Operations and Customer Services I Tax reduction Operations and Customer Services

1	
_	ı
•	ı

	ns and Customer Services
	ns and Customer Services
	ns and Customer Services
	ns 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	
	ns and Customer Services
Better communication to staff at all levels	
Clarity on roles, responsibilities and resources	
Consistency across the organisation	
	ns 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.	
Change, Communication, Cross	
	ns 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	is and Customer Services
	ns and Customer Services
environment.	is 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 Operation	ns and Customer Services
Stup changing, whilst we need to be a duabhase, we don't need to keep re-inventing tire wheels we need to accept a stategy, bed it in an usuak to it. Change, strategy, vision Operation 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	is and Customer Services
	ns and Customer Services
stability would help moral. Change; Reward Operation 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.	is and customer services
being in a continuinty library makes it hard to leef conflected to the whole council, when we only regularly see other libraries and their stail.	
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.	ļ
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	ļ
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?	ļ
Collydia .	
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	
1a.A. Art extra level pounts a year would make an title services so much meaniner, even needing it at the current level would help title residents. FLEASE do not continue this downward spiral.	
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.	10 . 0 .
	ns 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	
	ns 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	
	ns and Customer Services
	ns and Customer Services
<u>Understanding</u> Culture Operation	ns and Customer Services
Senior managers and Directors need to take notice of the experts in the fieldjunior managers below team leaderinstead of protecting their own jobs	
	ns and Customer Services
Less favouritism, all staff should be given the same rights. Managers should be checking on staff that work remotely. Culture Operation	ns and Customer Services
	ns and Customer Services

Consistent of the CPEAT Values by the demones, sade-eith Team and Codegoes. Consistent of Operations and Codesones Services (Company Codesones on the codes of the codes of Codesones on the Codes of Codesones on the Codesones Services (Codes Operations and Codesones Services (Codes Operations and Codesones Services (Codes Operations and Codesones Services (Codesones)) Codes University (Codesones) (
Last bruescoccy, takes so long to decision so be made, and three are so many levels of decision making, that it takes a very long time for things to Culture. Operations and Continuer Services. Operations and	Consistent observance of the CREATE values by the Members, Leadership Team and colleagues.		
Lass bursacurscy, it lakes as long for decisions to be made, and there are so many levels of decision making, that it lakes as very long time for things to Option Operations and Customer Services Objections and Operations and Customer Services Operations and Customer Services Objections and objections and Customer Services Objections and Custom			
happen. Culture Operations and Customer Services. The management above me appoint to be set management at 8th. More command from the management at 8th. More command foliation management at 8th. So one way exerctical and no coel listens anyway. Culture Shocial / Willbridge Operations and Customer Services at 8th. General Environment Operations and Customer Services at 8th. Carterial Environment Operations and		Culture	Operations and Customer Services
That do there job. The managers below the standard of the properties of the standard former challenge staff as higher level, this I feel is weak containing the managers below the standard former challenge staff as higher level, this I feel is weak containing the managers below the standard former challenge staff as higher level, this I feel is weak containing the properties of the standard former challenge staff as higher level, this I feel is weak containing the properties and it lack not manager that as the containing the standard former challenge staff as higher level, this I feel is weak Culture Second / Wellbeling Operations and Customer Services Operations and	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		
The management and in fact not management be call a managing the staff before them but would never challenge staff or a higher level, this I feel is weak management and in fact not management at all. Operations and Customer Services (Mote browned thinking, tick willing, management, who have broader experience than just local government. Outher set tages to make decisions possible. I ontro before the councillors do listen to publica minor example is council as should be increased to pay for the increased social service costs. Information and council on the level of the setup time of the setup time in the second provided in the setup time. Operations and Customer Services are now wyteration parts, scientifies etc. General Environment. Operations and Customer Services. Clean offices. Clean thickes are minimized to the services of t	happen.	Culture	Operations and Customer Services
management and in fact not management at all. Where forward this large, six willing management (Deparations and Customer Services (More care and feeling towards is staff.) Quartum resources (Deparation and Customer Services) Country (Social Wildeling) Quartum resources) Quartum resources (Deparation and Customer Services) Quartum resources (Deparation and Customer	Trust staff to do thier job.	Culture	Operations and Customer Services
More forward inferior, this ellipse managers, who have trouder apprience than just local government Out the red tape to make decisions possible. Out the red tape to make the red tape. Out the red tape to make the red tape tape to make the red tape tape to make the red tape tape tape to make the red tape tape tape tape tape tape tape tape	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		
More care and feeling towards its staff Cuther of top to in many decisions possible. Lost 1 believe the councillors of loten to publica micro example is council tax should be increased to pay for the increased social service costs. Information Cuthers. Members. Cuthers. Members. Cuthers. Staff that control increased in the part of the	management and in fact not management at all.	Culture,line management	Operations and Customer Services
More care and feeling towards its staff Cuther of top to in many decisions possible. Lost 1 believe the councillors of loten to publica micro example is council tax should be increased to pay for the increased social service costs. Information Cuthers. Members. Cuthers. Members. Cuthers. Staff that control increased in the part of the	More forward thinking, risk willing managers, who have broader experience than just local government	Culture.resourcing	Operations and Customer Services
Cut the red tippe to miske decisions possible. I com believe the councillars of sites to publica minor example is council tax should be increased to pay for the increased social service costs, information in a sort way exercise and no one listens arriving. I council formation in the council increased in a sort way exercise and no one listens arriving. Council formation in the council increased in the council increased in the council increased in the council increased. Council formation in the council increased i			
I cont believe the counciliors ob Islant to publica minor example is council ax should be increased up by for the increased social service costs. Information Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. Give staff the resources to bring the council into the 21st century. General Environment. Change Social / Wellbeing General Environment. General Environment. General Environment. Change Social / Wellbeing General Environment. Change Social / Wellbeing General Environment. Change Social / Wellbeing General Environment. General Environment. Change Social / Wellbeing General Environment. Change Social / Wellbeing General Environment. General Environment. Change Social / Wellbeing General Environment. General Environment. General Environment. General Environment. Change Social / Wellbeing General Environment. General Environment. General Environment. General Environmen		, , , , , , , , , , , , , , , , , , ,	
Is a one way exercise and no-neal Islanes anyway (Cautiver, Members Operations and Customer Services Botter resources - primities, scenaries etc. General Environment Operations and Customer Services General Environment Operations and Customer Services Convention from the recoverage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example convent Grown Encourage smarter working, parking for all staff on site, for example Conventions and Customer Services Department and Customer Services Department and Customer Services Department and PC's. If systems Operations and Customer Services Department and PC's. Deter IT systems, more reliable and streamlined Operations and Customer Services Determined on what different departments are deving Staff need more training on what the depts in the Borough do. More training and more underestanding from Management Operations and Customer Services Staff that communication			
Give staff the resources to bring the council rine the Z1st century. General Environment Operations and Customer Services Fascores (Clean littles a manufacture) of the Offices tollers ext would be a good thing. General Environment Operations and Customer Services Fascores (Clean littles a manufacture) in fact a florid program of the offices tollers ext would be a good thing. General Environment Operations and Customer Services Convent Grove Road car park to staff only, improve office or chiefs and desk spoor, more benefits namely discounts on local facilities recreation centers, places of interest, restaurants and other local business. Learn building actives during re-capitations / Consultations. Local Convent of Convent o		Culture: Members	Operations and Customer Services
General Environment Operations and Customer Services Clean offices. Clean kitchen amenities. In fact a thorough clean up of the offices tollets etc would be a good thing. General Environment Operations and Customer Services General Environment, Change, Social / Wellbeing Operations and Customer Services General Environment, Change, Social / Wellbeing Operations and Customer Services Operations and Customer Servi			
Resorces Clean offices. Clean kitchen amenities. In fact a thorough clean up of the offices tolests etc would be a good thing. General Environment Operations and Customer Services Clean offices. Clean kitchen amenities. In fact a thorough clean up of the offices tolests etc would be a good thing. General Environment Operations and Customer Services Convent Grove Road or park to staff or diff. General Environment Operations and Customer Services Convent Grove Road or park to staff or diff. General Environment Operations and Customer Services Convent Grove Road or park to staff or diff. Weltheing Operations and Customer Services Convent Grove Road or park to staff or diff. General Environment Operations and Customer Services Convent Grove Road or park to staff or diff. Weltheing Operations and Customer Services Weltheing Operations and Customer Services Updated equipment and PC's. U			
Clean offices. Clean kitches amenilles. In fact a thorough clean up of the offices toles are to would be a good thing, 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 challes and desk space, more benefits namely discounts on local facilities recreation centers, places of interest, restaurants and other local business. I team hadding authentised wholy ne-expensioners' constitutions. Updated equipment and PC's. Updated equipment and PC's. Updated equipment and PC's. Updated equipment and PC's. Senior laddership freedom to make decisions and complete work through to the end (If systems Operations and Customer Services Services Services Services Services I team in the part of the services of the professional of the services of the professional of the part of the professional of the part of the professional of the part of the professional of the p			
more working from home to encourage smarter working, parking for all staff on site, for example convert Grove Boad or apart to staff orfoly, improve office chairs and desk space, more benefits anneally discourts on local facilities recreation centers, places of interest, restaurants and other local business. General Environment, Change, Social / Wellbeing			
convert Grove Road car park to staff only, improve office or his and deek space, more benefits namely discounts on local facilities recreation centers, places of interest, restaurants and other local business. General Environment, Change, Social / Willbeing		General Environment	Operations and Gustomer Gervices
improve office chairs and desk space. General Environment, Change, Social / Wellbeing Operations and Customer Services Having I 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 waik to a colour MFD when dealing with customers who have paid for the services. Updated equipment and PC's. If systems operations and Customer Services Potential Psystems, more reliable and streamlined. If systems operations and Customer Services Potential Psystems, more reliable and streamlined. If systems operations and Customer Services Potential Psystems operations and Customer Services Particularly Psystems 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 Operations and Customer Services Operations and Customer Services Particularly Psystems operations and Customer Services Psystems operations and psystems operations and Customer Services Psystems operations and Operations and Customer Services Incommunicate more. Management Issued psystems operations and Customer Services Incommunicate more. Management Issued psystems operations and Customer Services Incommunicate more. Management Issued psystems operations and Customer Services Incommunicate more. Management Issued psystems operations and Customer Services Incommunicate more. Management Issued psystems operations and Customer Services Incommunicate Psy			
more benefits namely discounts on local facilities recreation centers, places of interest, restaurants and other local business. General Environment, Change, Social / Wellbeing Operations and Customer Services have to walk to a colorum MFD when dealing with customers who have paid for the services. Updated equipment and PC's. Upda			
Tam building activities during re-organisations? consultations. 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 act out out members 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. Updated equipment and PC's. IT systems Operations and Customer Services Services operations and control services operations and customer Services Services from the decisions and complete work through to the end Leadership Geodership Operations and Customer Services Services operations and customer Services operations and customer Services operations and customer Services operations and customer Services operations and more understanding from Management More training and more understanding from Management Staff that communicate more. Management level is poor in this area. Stats are a ruisiance as you can't say how long a call will take so taking breaks is never going to lately by 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. In management Operations and Customer Services operations and customer Services operations and customer Services operations and customer Services on the management operations and customer Services operations and customer Services on the management operations and customer Services on the properations and customer Services on the services of the professional control of the control of		Canaral Environment Change Social /	
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 Senior leadership freedom to make decisions and complete work through to the end It systems. Operations and Customer Services Norre training opportunities. Operations and customer Services More training and Development departments are doing. Staff need more training on what the depts in the Borough do Learning and Development Communication Operations and Customer Services Norre training and more understanding from Management Learning and Development Communication Operations and Customer Services Norre training and more understanding from Management Learning and Development, Communication Operations and Customer Services Norre training and more understanding from Management twells 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 tably up with whats required. Also you feel like your being watched all the time in terms of if you go to the tollet or make a cup of tea. 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 tably up with whats required. Also you feel like your being watched all the time in terms of if you go to the tollet or make a cup of tea. 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 innew anagement. Operations and Customer Services Staff that communication on what different departments are quite with the properties of the properties of the properties of the properties with broady to the tollet or make a cup of tea. It is a support, less micromanagin. Operations and Customer Services			0
have to walk to a colour MFD when dealing with customers who have paid for the services. Updated equipment and PC's. Derations and Customer Services Senior leadership freedom to make decisions and complete work through to the end Leadership (Derations and Customer Services More training opportunities. More training opportunities. More training opportunities. More training opportunities. More training and more understanding from Management Learning and Development Communication on what different departments are doing. Staff need more training on what the depts in the Borough do. Learning and Development Communication. More training and more understanding from Management Learning and Development Communication. More training and more understanding from Management Learning and Development Line management. Deprations 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 to taking breaks is never only to take to 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 to taking breaks is never only to take to learning and Development. Line management. Operations and Customer Services. Regulat learn meetings. In management line management. Operations and Customer Services. In management operations and Customer Services. More value placed on volunteers to help run our services. They have a voice too but rarely get listened too by the Councillors. More value place		velibeing	Operations and Customer Services
Updated equipment and PC's. IT systems, more reliable and streamlined IT systems, more reliable and streamlined IT systems, more reliable and streamlined IT systems Operations and Customer Services More training opportunities. 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, Communication Operations and Customer Services Learning and Development, Communication 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 new area for to take you feel like your being watched all the time in terms of if you go to the toliar or make a cup of tea. Regular team meetings. 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 line management Operations and Customer Services Regular team meetings. 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 line management Operations and Customer Services Regular team meetings. 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 line management Operations and Customer Services Regular team meetings. In management line management Operations and Customer Services In management Operations and Customer Services Wenther or 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 readents and our voluntiers. Members Operations and Customer Services Operations and Customer Services Members Oper			
better IT systems, more reliable and streamlined Services Semoir leadership freedom to make decisions and coustomer Services More training opportunities. Learning and Development Operations and Customer Services More training and more understanding from Management Operations and Customer Services Staff that communicate more. Management level is poor in this area. Stats are a ruisance as you can't say how long a call will take so taking breaks is never going to be tully 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. Settler support, less micromanaging. Better support, less micromanaging. Settler support, less micromanager being my manager rot line manager (team leader). Too many managers not listening to support support less mic	have to walk to a colour MFD when dealing with customers who have paid for the services.		
better IT systems, more reliable and streamlined Services Semoir leadership freedom to make decisions and coustomer Services More training opportunities. Learning and Development Operations and Customer Services More training and more understanding from Management Operations and Customer Services Staff that communicate more. Management level is poor in this area. Stats are a ruisance as you can't say how long a call will take so taking breaks is never going to be tully 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. Settler support, less micromanaging. Better support, less micromanaging. Settler support, less micromanager being my manager rot line manager (team leader). Too many managers not listening to support support less mic	l.,		
Senior leadership freedom to make decisions and complete work through to the end More training opportunities. More training and more understanding from Management Staff that 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 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. Better support, less micromanaging. Coperations and Customer Services Better support, less micromanaging. In management operations and Customer Services Better support, less micromanaging. Coperations and Customer Services Coperations and Customer Services Better support, less micromanaging. Coperations and Customer Services Coperations and Customer Services In management in management operations and Customer Services In management in the sever been with money being wasted as standard practice In management in the sever been with money being wasted as standard practice In management in the sever been with money being wasted as standard practice In management in the sever been with money being wasted as standard practice In management in the sever been with money being wasted as standard practice In management in the sever been with money being wasted as standard practice In management in the services in			
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 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 lably own 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. Regular team meetings. Regular team meetings. Better support, less micromanaging. 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 work to work yabout. Take to work yabout. Courciliors 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 trainsparency from the Councillors and ilstening to staff first-especially those at the front line. More trainsparency from the Councillors and all istening to staff first-especially those at the front line. More trainsparency from the Councillors and directors and directors got on with their jobs More trainsparency from the Councillors and officers and directors got on with their jobs Members Operations and Customer Services Members O			
More training and more understanding from Management Learning and Development, Communication 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 toiled or make a cup of lea. Regular team meetings. Have answered these survey questions based on 'manager' being my manager not line manager (feam leader). Too many managers not listening to frontine staff and far too much crownism 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 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. 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. More transparency from the Councillors and directors get on with their jobs More talle 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 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. A better underson councillors and officers been clearer. Greater appreciation and respect for the professional expertise of officers from Members. Members operations and Customer Services			
More training and more understanding from Management Learning and Development, line management Operations and Customer Services In management (Operations and Customer Services) In management (More training opportunities.	Learning and Development	Operations and Customer Services
More training and more understanding from Management Learning and Development, line management Operations and Customer Services In management (Operations and Customer Services) In management (
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. Regular team meetings.	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
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. Regular team meetings.			
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. Ine management Operations and Customer Services Ine management In the past 4 years than it has ever been with money being wasted as standard practice Ine management In an 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. 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. More transparency from the Councillors and distening to staff first- especially those at the front line. Members Operations and Customer Services In filter between councillors and officers been clearer. Members Operations and Customer Services In filter between councillors and officers been clearer. Members Operations and Customer Services In Memb	More training and more understanding from Management	Learning and Development, line management	Operations and Customer Services
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. Ine management Operations and Customer Services Ine management In the past 4 years than it has ever been with money being wasted as standard practice Ine management In an 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. 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. More transparency from the Councillors and distening to staff first- especially those at the front line. Members Operations and Customer Services In filter between councillors and officers been clearer. Members Operations and Customer Services In filter between councillors and officers been clearer. Members Operations and Customer Services In Memb			
Regular team meetings. Better support, less micromanaging. 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 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. 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. More transparency from the Councillors and listening to staff first- especially those at the front line. Members Operations and Customer Services The first especially those at the front line. Members Operations and Customer Services Members Operations and Customer Services The first especially those at the front line. Members Operations and Customer Services Members Operations and Customer Services The first especially those at the front line. Members 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		
Better support, less micromanaging. 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 Iam 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. 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. 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 when the filter between councillors and especiation and respect for the professional expertise of officers from Members. Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Serv	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
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 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. 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. More transparency from the Councillors and distening 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 when it is a proposed for the professional expertition of officers from Members trusting officers to make delegated decisions on certain matters. All Members continuously demonstrating the CREATE values. 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. Less direct interference 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 operations and Cus	Regular team meetings.	line management	Operations and Customer Services
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 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. 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. More transparency from the Councillors and listening to staff first- especially those at the front line. Members Operations and Customer Services Members Operations and Customer Serv	Better support, less micromanaging.	line management	Operations and Customer Services
worse over the past 4 years than it has ever been with money being wasted as standard practice 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. 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. 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 Members Operations and Customer Services Members Operations and Customer Services the filter between councillors and officers been clearer. Members Operations and Customer Services the filter between councillors and officers been clearer. Members Operations and Customer Services They have a voice too but rarely get listened too by the Councillors. Members Operations and Customer Services Members Operations and Customer Services They have a voice too but rarely get listened too by the Councillors. Members Operations and Customer Services They have a voice too but rarely get listened too by the Councillors. Members Operations and Customer Services They have a voice too but rarely get listened too by the Councillors. Members Operations and Customer Services They have a voice too but rarely get listened too by the Councillors. Members Operations and Customer Services They have a voice to the professional expertise of officers from Members. Members Operations and Customer Services They have a voice too but rarely get for the professional expertise of officers from Members to make delegated decisions on certain Members Operations and Customer Services They have a voice to the professional experti	Have answered these survey questions based on 'manager' being my manager not line manager (team leader). Too many managers not listening to		
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. Operations and Customer Services Councillors no to 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 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 less member involvement and red tape. Let officers for Members operations and respect for the professional expertise of officers from Members trusting officers to make delegated decisions on certain matters. All Members continuously demonstrating the CREATE values. 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. Less direct interference from councillors. 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 Members Operations and Custom	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		
have to worry about. 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. Members Operations and Customer Services Members Operations and Customer Services 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 less member involvement and red tape. Let officers and directors get on with their jobs 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. 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. 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. Less direct interference from councillors. Members Operations and Customer Services Members Operations and Customer Services 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. Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service?	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
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 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. 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. 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. 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. Less pandering to councillors and working to make service cuts year on year? Cuts that are just about money not service?	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	• •	
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 less member involvement and red tape. Let officers and directors get on with their jobs Members Operations and Gustomer 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 Tereater 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. 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. Less direct interference from councillors. 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 Decision and Customer Services Members Operations and Customer Services Members Operations and Customer Services Decision and Customer Services Members Operations and Customer Services Decision	have to worry about.	Members	Operations and Customer Services
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 less member involvement and red tape. Let officers and directors get on with their jobs Members Operations and Gustomer 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 Tereater 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. 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. Less direct interference from councillors. 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 Decision and Customer Services Members Operations and Customer Services Members Operations and Customer Services Decision and Customer Services Members Operations and Customer Services Decision	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		
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 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. 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. 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. Less direct interference from councillors. 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. Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service?			
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			
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	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
less member involvement and red tape. Let officers and directors get on with their jobs the filter between councillors and officers been clearer. 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. 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. Less direct interference from councillors. 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. Less pandering to councillors and working to make it a better place for residents is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? Members Operations and Customer Services Depending to councillors and working to make it a better place for residents In the council really so poor it has to make service cuts year on year? Cuts that are just about money not service?			
the filter between councillors and officers been clearer. 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. 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. Less direct interference from councillors. 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. Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service?			•
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. 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. Less direct interference from councillors. 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. Less pandering to councillors and working to make it a better place for residents ls the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? Members Operations and Customer Services Departions and Customer Services 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?			
matters. All Members continuously demonstrating the CREATE values. 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. Less direct interference from councillors. 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. Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services Operations and Customer Services Departions and Customer Services 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?		Moniboro	Operations and Gustomer Gervices
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. Less direct interference from councillors. Less direct interference 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. Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services		Memhers	Operations and Customor Sociess
staff do. Less direct interference from councillors. Less direct interference 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. Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? Members Operations and Customer Services Members Operations and Customer Services Members Operations and Customer Services		I I I I I I I I I I I I I I I I I I I	Operations and Customer Services
Less direct interference from councillors. 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 Members Operations and Customer Services Less pandering to councillors and working to make it a better place for residents Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service?		Mombors	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 Members Operations and Customer Services			
deliver the manifesto commitments. We cannot continue to cut staff and expect them to do more, to the same quality. 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?		INIERROEIS	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?		Manahara	One weekle man and County was a County
Is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service?			
		Iviempers	Operations and Customer Services
How can the Clirs have a 'pay' rise when the rest or the Council are having to lose staff and budgets? Members, Budget Operations and Customer Services		L	l
	How can the Clirs have a pay rise when the rest of the Council are having to lose staff and budgets?	wembers,Budget	Operations and Customer Services

	Ν
-	-
•	

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		
In a few control of the control of the control of the control of the transfer of the transfer of the control of	Marris and Objective	0
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 Clirs.	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
	Weitibers, Change, Necognition, Dauget	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 responsibilities,		
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	Members,Reward,Senior	
whilst can limp spinicarmy less in real terms, and continuous erosion or benefits and perisions. Stantare the authority's most valuable asset but this seems to go unrecognised.	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 unceessary changes.		
tulnover of senior management this has left a confusing trail of often unlecessary changes.	Mambara Cariar landarahin Changa	Operations and Customer Services
	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.	Members, Senior	
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s)	leadership, Communication, Recognition	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s)	leadership,Communication,Recognition	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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		Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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	•	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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		
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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 Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. Leadership team, Councillors - recognising and rewarding the hard work undertaken by employees.	Members,Senior leadership,IT systems Members,Senior	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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,IT systems	
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 1. Either increase staff members or decrease workload - other ways of saving money need to be implemented instead of reducing the ground level staff -	Members,Senior leadership,IT systems Members,Senior	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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,IT systems Members,Senior	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 1. Either increase staff members or decrease workload - other ways of saving money need to be implemented instead of reducing the ground level staff -	Members,Senior leadership,IT systems Members,Senior	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 1. Either increase staff members or decrease workload - other ways of saving money need to be implemented instead of reducing the ground level staff -	Members,Senior leadership,IT systems Members,Senior	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget	Operations and Customer Services
Clirs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Clir(s) 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. 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. 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget	Operations and Customer Services Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget	Operations and Customer Services Operations and Customer Services Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget Misc	Operations and Customer Services Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget	Operations and Customer Services Operations and Customer Services Operations and Customer Services
Clirs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Clir(s) 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. 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. 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 Extending bus services between Windsor and Maidenhead past 7pm.	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget Misc	Operations and Customer Services
Clirs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Clir(s) 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. 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. 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 Extending bus services between Windsor and Maidenhead past 7pm. Get rid of all of the "yes" people and start coming up with logical and practical solutions that work and are legal	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget Misc	Operations and Customer Services
Cllrs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Cllr(s) 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. 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. 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 Extending bus services between Windsor and Maidenhead past 7pm. Get rid of all of the "yes" people and start coming up with logical and practical solutions that work and are legal 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget Misc Misc	Operations and Customer Services
Clirs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Clir(s) 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. 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. 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 Extending bus services between Windsor and Maidenhead past 7pm. Get rid of all of the "yes" people and start coming up with logical and practical solutions that work and are legal 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	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget Misc Misc Misc Misc Misc	Operations and Customer Services
Clirs allowing officers to d their job without interference which leads to policies being ignored bent to suit particular Clir(s) 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. 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. 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 Extending bus services between Windsor and Maidenhead past 7pm. Get rid of all of the "yes" people and start coming up with logical and practical solutions that work and are legal 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 u	Members,Senior leadership,IT systems Members,Senior leadership,Recognition,Budget Members,Workload,Budget Misc Misc Misc	Operations and Customer Services

S	
0	

The thoughts of people in smaller departments are not asked for or heard. Better and good feed back from senior management Rec	isc	
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. 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. 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. 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.	150	Operations and Customer Services
to work harder. The thoughts of people in smaller departments are not asked for or heard. Rec Better and good feed back from senior management Rec	isc	Operations and Customer Services
The thoughts of people in smaller departments are not asked for or heard. Rec Better and good feed back from senior management Rec		
Better and good feed back from senior management Rec	ecognition	Operations and Customer Services
	ecognition	Operations and Customer Services
fooling valued	ecognition	Operations and Customer Services
peeming valueu [Rec	ecognition	Operations and Customer Services
	ecognition	Operations and Customer Services
	sourcing	Operations and Customer Services
Not to employ incompetent consultant to "manage" staff.	<u> </u>	•
Listen to staff when raising this issue.		
·	sourcing	Operations and Customer Services
	sourcing	Operations and Customer Services
	sourcing	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.		
	eward	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		operations and oddienier corriect
hours.		
	eward	Operations and Customer Services
	eward	Operations and Customer Services
	eward	Operations and Customer Services
Performance measurements / targets are over-emphasises and more importantly, they measure the wrong thing. We cannot progress whilst focused	omara	Operations and Customer Services
	eward	Operations and Customer Services
	eward	Operations and Customer Services
	eward	Operations and Customer Services
better pay, more start and reses overpaged upper management. 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.	ewaiu	Operations and Customer Services
wage rises, specifically cost or inviting limited assets as it has been riearly to years or neezes now. This is where the private sector is becoming more attractive as an option and the Council has fallen down.		
	eward,Career progression	Operations and Customer Services
Better career progression and options for staff to do other things and take on other roles. Rev Improve Communication	eward,Career progression	Operations and Customer Services
		0
	eward,Communication	Operations and Customer Services
More working space, better salary.	eward,General Environment	Operations and Customer Services
As in the second		
	eward,General	
	nvironment,Recognition,Budget,Council	
working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! Tax	ax reduction	Operations and Customer Services
Management Complete and the selection of Complete and Com		
> 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?	eward,IT systems,Being listened to	
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 Rew		Operations and Customer Services
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 Rew Rew	eward,Learning and	
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 Rew better communications, financial reward, and (modern relevant training) Dev	evelopment, Communication	Operations and Customer Services
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 Rev better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rev Rev	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rev better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rev Rev	evelopment, Communication	Operations and Customer Services
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 Rew Better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders rewarding staff for hard work that they do Rew Rew	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rew Better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders rewarding staff for hard work that they do Rew Rew	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders rewarding staff for hard work that they do 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	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rev better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rev rewarding staff for hard work that they do 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	evelopment,Communication eward,line management,Recognition	Operations and Customer Services Operations and Customer Services
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 Rev better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rev rewarding staff for hard work that they do 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. Rev	evelopment, Communication eward, line management, Recognition eward, Recognition	Operations and Customer Services Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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. Rew 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	evelopment, Communication eward, line management, Recognition eward, Recognition	Operations and Customer Services Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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. Rew 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.	evelopment, Communication eward, line management, Recognition eward, Recognition	Operations and Customer Services
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 Rev better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rev rewarding staff for hard work that they do 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. Rew 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. Leal if it were seen that staff were treated equally by senior leadership rather than what team you are in and who you know.	evelopment, Communication eward, line management, Recognition eward, Recognition eward, Recognition eward, Workload, Change, Communication eadership	Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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. 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. If it were seen that staff were treated equally by senior leadership rather than what team you are in and who you know. 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	evelopment, Communication eward, line management, Recognition eward, Recognition eward, Recognition eward, Workload, Change, Communication eadership	Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services
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 Rew better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rew rewarding staff for hard work that they do 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. 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. Lea (If it were seen that staff were treated equally by senior leadership rather than what team you are in and who you know. Lea (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"	evelopment, Communication eward, line management, Recognition eward, Recognition eward, Recognition eward, Workload, Change, Communication eadership eadership eadership	Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services
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 Rev better communications, financial reward, and (modern relevant training) Dev better pay, more support from management/team leaders Rev rewarding staff for hard work that they do Rev 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. Rev 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. Lea If it were seen that staff were treated equally by senior leadership rather than what team you are in and who you know. Lea Managers at the top listening to employees Lea Managers at the top listening to employees	evelopment, Communication eward, line management, Recognition eward, Recognition eward, Recognition eward, Workload, Change, Communication eadership eadership	Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services 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

This page is intentionally left blank