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 be | nefit? |
|---|--------------------------|
| Benefits to residents and reasons why they will benefit | Dates by which residents |
| | can expect to notice a |
| | difference |
| 1. Residents will benefit as a highly satisfied workforce | 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

| rabic 2. Otali sarvey response options |
|--|
| Strongly agree |
| Agree |
| Neither agree or disagree |
| Disagree |
| Strongly disagree |

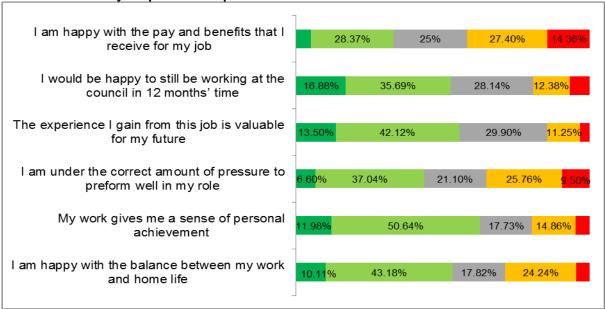
- 2.5 Several elements show a highly engaged workforce, specifically with regards to teamwork, managers and the service that is delivered by the council. These elements can be focused upon to be promoted within the organisation
- 2.6 Elements such as leadership and staff stress levels which show a lower positive response score and higher neutrality, need to be reviewed at a council wide and directorate level for action and can be significantly improved.

2016 Results

All about you

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

Table 3: All about you question responses



- 2.8 Overall, this question set received a reasonably positive result (50.8%). Staff are highly engaged with the role that they undertake with 62.62% feeling that their work gives them a sense of personal achievement. This is consistently represented throughout the survey with:
 - 78.89% feel they make a valuable contribution
 - 62.94% feel that they understand the expectations of the residents
 - Only 19.52% feel that they are bored by their job
- 2.9 However, only 23.87% of staff feels that delivering a great service is rewarded here. Looking throughout the survey results, we can see that staff feel that they make a valuable contribution (78.89% positive) and that they seek improve the services that the council offers (70.33% positive). This analysed together could indicate that staff feel that the discretionary effort that they put in is not rewarded or recognised highly enough.
- 2.10 35.26% of responses were negative to the question 'I am under the correct amount of pressure in my role', this is mirrored in the verbatim comment section of the survey, for example:
 - "There is too high a workload for some staff with no view to increase staffing levels - this causes bottlenecks in processes"
 - "Leadership team and members should recognise the extent to which staff have absorbed cuts in resources, taken on additional work and responsibilities"

Learning and Personal Development

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

Table 4: Learning and personal development responses I believe that I make a valuable contribution to 28.73% 50.16% 14.94% the success of the council The training that I receive is of benefit to me in 44.23% 26.34% 9.27% 13.50% <mark>6.6</mark> my job I believe that the council makes effective use of 6.33% 37.82% 21.43% 26.46% my personal skills and strenghts My job is good for my own personal growth 39.19% 29.76% 11.71% 16.42%

- 2.12 Overall, this question set received a positive response score of 56.86%. Staff feel that they make a valuable contribution to the success of the council (78.89% positive). However, there was a high negative and neutral response to the question 'I believe that the council makes effective use of my personal skills and strengths' (55.84%), there was also a high negative and neutral response in other areas of the survey:
 - Staff have the freedom to do what is needed to provide a service to our residents (76.36%),
 - The council considers the views of me and my colleagues (76.20%)
- 2.13 This could be an indication, that staff feel they have more to offer in terms of skills and opinions and are not being utilised fully, which represents an opportunity for the council to utilise these skills in the future.
- 2.14 Within the verbatim responses to the question 'What would make the council a better place to work?' we can see this theme mirrored:
 - "Being listened to as the subject matter expert, and being able to give a view that is respected"
 - "Taking into consideration the emotions and feelings of staff"

My Manger

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

Table 5: My manager responses



- 2.16 Staff indicate positively towards line management capability, overall this question set received a positive response score of 59.34%. 66.02% positive response towards line managers taking an active interest in their well being and 63.57% positive response towards 'What is expected of me in my work is made completely clear to me'. Given that 78.89% of staff feel they make a valuable contribution to the success of the council, this shows us that staff feel confident in what they are doing and their job roles are clear to them.
- 2.17 64.04% responded positively to having confidence in the leadership skills of their line manager, compared to questions later in the survey:
 - 35.58% have confidence in the leadership skills of the senior leadership team
 - 17.43% have confidence in the leadership skills of members
- 2.18 This shows a reasonable staff confidence in management but less so in strategic leadership. It should be noted that interaction with managers will be far greater than with senior leaders and members, so this will have an impact on the positive response score.

The leadership

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

Table 6: The leadership responses

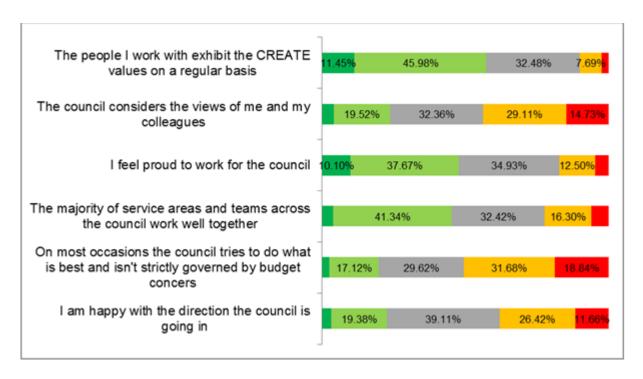


- 2.20 Overall, this question set received a low positive response rate of 23.48%. However the level of neutrality was significantly high on average at 40.66%, showing that many staff may feel unable to answer due to lack of interaction with senior leadership and members. This is particularly shown in the high neutrality response to the question 'Members exhibit the CREATE values when I directly interact with them' (53.92%), this could indicate a lack visibility of members.
- 2.21 The highest negative response within the entire survey was to the question 'Members are visible and approachable' (49.49%); this could be based on actual interaction with and experience of members or staff making assumptions on their approachability. Given the exceptionally high neutrality towards the question 'Members exhibit the CREATE values when I directly interact with them' (53.92%) an assumption can be made that at least 53.92% of staff do not have direct interaction with members and that a proportion of the negative response is based on staff assumptions as opposed to direct experience.
- 2.22 78.13% of responses were neutral or negative to 'The senior leadership team having a plan that I believe in', this is coherent with the result from the question asked earlier in the survey, 'I am happy with the direction the council is going in' (77.19% neutral or negative). It should be noted that in both of these questions there was a very high neutrality rate (45.25% and 39.11%), possibly indicating that staff are not familiar with the plan and further communication of the plan needs to be undertaken.

The council

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

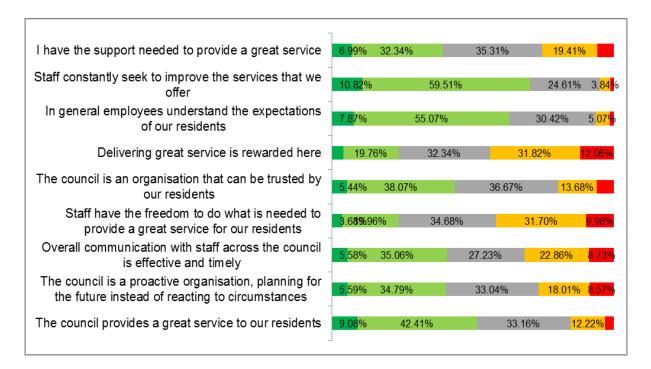
Table 7: The council responses



- 2.24 Overall this question set received a positive response of 36.16% indicating that less than half of the workforce is satisfied with the council.
- 2.25 Specifically, there was a high negative and neutral response was received to the question 'The council considers the views of me and my colleagues' (76.20%) which when combined with the negative and neutral response to 'I am happy with the direction the council is going in' (77.71%) could be an indicator that staff would like greater engagement in change.
- 2.26 This is reflected in the verbatim comments to the question 'What would make the council a better place to work?' e.g.
 - "Take greater notice of the advice provided by experienced officers"
 - "For the staff to have their views and ideas heard"
- 2.27 57.43% responses were positive to the question the people I work with exhibit the CREATE values on a regular basis. This is coherent with the theme throughout the survey that staff feel that those they work with are doing an excellent job and providing a great service.
 - Staff constantly seek to improve the services we offer (70.33% positive)
 - Employees understand the expectations of our residents (62.94% positive)
- 2.28 Questions relating to CREATE values received a neutral response score on average of 40.8% throughout the survey, this is a possible indication that CREATE values are not fully embedded and requires further communication.

Service excellence

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



- 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%).

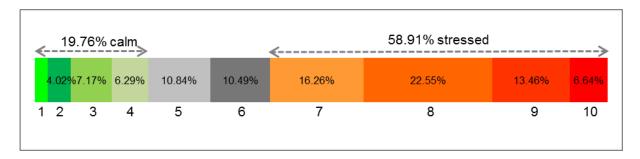
How You Feel At Work

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.

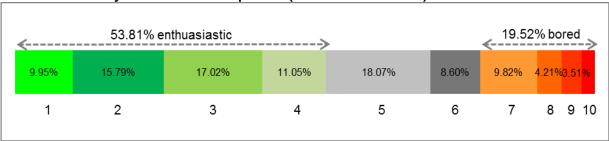
Table 9: How do you feel at work responses (Calm - Stressed)



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.

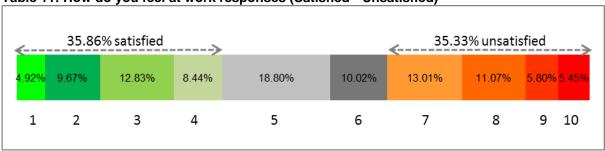
Table 10: How do you feel at work responses (Enthusiastic - Bored)



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 | |

9. LINKS TO STRATEGIC OBJECTIVES

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

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An EQIA is not required in these circumstances.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

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

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

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

15. TIMETABLE FOR IMPLEMENTATION

15.1

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

16. APPENDICES

- 16.1 Royal Borough of Windsor and Maidenhead 2016 staff survey results
- 16.2 Comparison of 2013 and 2016 staff survey results
- 16.3 Staff survey 2016 verbatim comments

17. BACKGROUND INFORMATION

18. CONSULTATION (MANDATORY)

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

REPORT HISTORY

| Decision type: | Urgency item? |
|-----------------|---------------|
| For information | No |

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

Council and Directorate results

| | | | Council | Corporate and | Adult, Children | Operations |
|---------------|---|--|--|--|--|--|
| | | Strongly agree | overall 10.11% | Community 8.06% | and Health 10.75% | and Customer |
| | I am happy with the balance between my work and | Strongly agree Agree | 43.18% | 45.97% | 40.50% | 44.44% |
| | home life | Neither agree or disagree Disagree | 17.82% 24.24% | 12.10% 28.23% | 19.35% 24.01% | 19.44% 22.22% |
| | | Strongly disagree | 4.65% 11.98% | 5.65% 9.68% | 5.38% 15.30% | 3.24% |
| | | Strongly agree Agree | 50.64% | 55.65% | 50.18% | 9.26% 48.15% |
| | My work gives me a sense of personal achievement | Neither agree or disagree Disagree | 17.73% 14.86% | 12.10% | 17.44% 13.17% | 20.83% 16.20% |
| | | Strongly disagree | 4.79% | 5.65% | 3.91% | 5.56% |
| | I am under the correct amount of pressure to preform | Strongly agree Agree | 6.60% 37.04% | 3.25% 35.77% | 8.57% 36.43% | 6.07% 37.38% |
| | well in my role | Neither agree or disagree Disagree | 21.10% 25.76% | 23.58% 26.83% | 20.00% 26.43% | 21.96% 24.77% |
| All about you | | Strongly disagree | 9.50% | 10.57% | 8.57% | 9.81% |
| , | | Strongly agree Agree | 13.50% 42.12% | 13.82% 42.28% | 16.01% 45.55% | 10.28% 37.85% |
| | The experience I gain from this job is valuable for my future | Neither agree or disagree | 29.90% 11.25% | 26.83% | 28.47% | 33.18% |
| | | Disagree Strongly disagree | 3.23% | 13.82% 3.25% | 7.12% 2.85% | 14.96% 3.74% |
| | | 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% |
| | | Disagree Strongly disagree | 27.40% 14.36% | 32.26% 15.32% | 26.33% 12.46% | 25.58% 16.28% |
| | | | Council | Corporate and Community | Adult, Children | Operations |
| | | | overall | Service | and Health | and Customer |
| | | Strongly agree Agree | 11.71% 39.19% | 11.38% 39.02% | 14.86% 39.86% | 8.02% 38.68% |
| | | Neither agree or disagree | 29.76% | 26.83% | 30.07% | 30.66% |
| | My job is good for my own personal growth | Disagree Strongly disagree | 16.42% 29.02% | 17.89% 4.88% | 12.68% 2.54% | 20.28% |
| | | Strongly agree | 6.33% 37.82% | 5.69% 39.84% | 7.94% 36.10% | 4.72% 39.15% |
| | | Agree Neither agree or disagree | 21.43% | 19.51% | 24.19% | 18.87% |
| Learning and | I believe that the council makes effective use of my personal skills and strenghts | Disagree Strongly disagree | 26.46% 7.95% | 26.02% 8.94% | 24.91% 6.86% | 28.87% 8.49% |
| development | | Strongly agree | 9.27% | 4.88% | 11.19% | 9.48% |
| | | Agree Neither agree or disagree | 44.23% 26.34% | 43.90% 27.64% | 49.10% 24.19% | 38.39% 27.96% |
| | The training that I receive is of benefit to me in my job | Disagree Strongly disagree | 13.50% 6.67% | 15.45% 8.13% | 11.91% 3.61% | 14.69% 9.48% |
| | The training that Preceive is or benefit to the in my job | Strongly agree | 28.73% | 30.08% | 29.50% | 27.49% |
| | | | 50.16% | 45.53% | 50.36% | 52.61% |
| | | Agree Neither agree or disagree | 14.94% | 16.26% | 14.03% | 15.1/% |
| | I believe that I make a valuable contribution to the | Neither agree or disagree Disagree | 14.94% 3.90% | 16.26% 4.88% | 3.60% | 15.17% 3.32% |
| | I believe that I make a valuable contribution to the success of the council | Neither agree or disagree | 14.94% 3.90% 2.27% | 4.88% 3.25% Corporate and | 3.60% 2.52% | 3.32% 1.42% |
| | | Neither agree or disagree Disagree | 14.94% 3.90% | 4.88% 3.25% | 3.60% | 3.32% |
| | | Neither agree or disagree Disagree Strongly disagree Strongly agree | 14.94% 3.90% 2.27% Council overall 16.11% | 4.88% 3.25% Corporate and Community Service 12.07% | 3.60% 2.52% Adult, Children and Health 19.71% | 3.32% 1.42% Operations and Customer 13.94% |
| | success of the council | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree | 14.94% 3.90% 2.27% Council overall 16.11% 43.36% 18.11% | 4.88% 3.25% Corporate and Community Service 12.07% 44.83% 14.66% | 3.60% 2.52% Adult, Children and Health 19.71% 44.89% 17.15% | 3.32% 1.42% Operations and Customer 13.94% 40.87% 21.15% |
| | success of the council I receive regular feedback from my line manager | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree | 14.94% 3.90% 2.27% Council overall 43.36% 18.11% 15.86% | 4.88% 3.25% Corporate and Community Service 12.07% 44.83% | 3.60% 2.52% Adult, Children and Health 19.71% 44.89% | 3.32% 1.42% Operations and Customer 13.94% 40.87% |
| | success of the council | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree | 14.94% 3.90% 2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% | 4.88% 3.25% Corporate and Community Service 12.07% 44.83% 14.66% 18.10% 10.34% 19.83% | 3.60% 2.52% Adult, Children and Health 19.71% 44.89% 17.15% 13.87% | 3.32% 1.42% Operations and Customer 13.94% 40.87% 21.15% 17.31% 6.73% 16.02% |
| | success of the council I receive regular feedback from my line manager | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree | 14.94% 3.90% 2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% | 4.88% 3.25% Corporate and Community Service 12.07% 44.83% 14.66% 18.10% 10.34% | 3.60% 2.52% Adult, Children and Health 19.71% 44.89% 17.15% 13.87% 4.38% | 3.32% 1.42% Operations and Customer 13.94% 40.87% 21.15% 17.31% 6.73% |
| | I receive regular feedback from my line manager regarding my performance against my objectives My manager deals with issues head-on instead of | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Disagree Neither agree or disagree | 14.94% 3.90% 2.27% Council overall 16.11% 43.36% 18.11% 15.86% 6.56% 43.65% 43.65% | 4.88% 3.25% Corporate and Community Service 12.07% 44.83% 14.66% 18.10% 10.34% 19.83% 41.38% | 3.60% 2.52% Adult, Children and Health 19.71% 44.89% 17.15% 4.38% 22.34% 43.22% | 3.32% 1.42% Operations and Customer 13.94% 40.87% 21.15% 17.31% 6.73% 46.60% |
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| 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 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 | 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 disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree | 1.4.94% 1.50 | 4.88% 3.19% Corporate and Community Service 12.07% 44.83% 14.66% 18.10% 19.83% 19.83% 19.83% 41.38% 6.22% 11.07% 50.86% 13.79% 9.48% 6.99% 11.24% 14.66% 45.69% 17.24% 14.66% 17.25% 19.33% | 3.60% 2.52% Adult, children and Health and Health 17.15% 13.87% 14.88% 22.34% 22.34% 24.26% 25.55% 2 | 3.32% 3.22% |
| 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 | 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 Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Strongly disagree Neither agree or disagree | 1.4.94% 2.27% Council overail 1.5.11% 2.27 | 4 88% 3 185% Corporate and Community Service 12.07% 44.83% 13.07% 14.66% 13.07% 14.83% 19.83% | 3.60% 2.52% Adult, children and Health 19.71% 13.87% 13.87% 12.34% 12.34% 19.78% 16.18% 13.87% 14.88% 15.36 | 3.32% 3.29% |
| 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 | Neither agree or disagree Disagree Strongly agree Agree Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree 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 disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree | 1.4.94% 1.9.0% 1.1.2.1% 1.2.2.2.5% 1.2.2.2.5% 1.2.2.2.5% 1.2.2.2.5% 1.2.2.2.5% 1.2.2.2.5% 1.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2 | 4.88% 3.78% Corporate and Community Service 12.07% 44.83% 14.66% 18.10% 19.83% | 3.60% 2.52% Adult, Children and Health 48.99% Adult, Children and Health 48.99% Adult, Children 17.11% Advanced to 17.12% Advan | 3.32% 3.29% |
| 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 is an excellent role model for me | 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 Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly disagree | 1.4.94% 1.9.0% 1.2.2.7% Council overail 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.0% 1.5.11% 1.5.1 | 4.88% 3.78% Corporate and Community Service 12.07% 44.83% 14.66% 18.10% 19.83% 19.83% 19.83% 12.93% 6.25% 12.07% 44.83% 6.03% 13.79% 14.66% 13.79% 14.66% 15.52% 10.10% 16.52% 17.24% 14.66% 15.52% 16.52% 17.24% 16.52% 17.24% 18.97% 18.97% 19.83% | 3.60% 2.52% Adult, Children and Health and Health 17.15% 13.87% 1.715% 13.87% 1.715% 13.87% 1.715% 13.87% 1.715% 13.87% 1.715% 13.87% 1.715% 13.87% 1.715% 13.87% 1.715% 1 | 3.32% 3.32% 1.42% Operations and Customer 13.94% 14.15% 17.31% 16.02% 18.93% 16.02% 18.93% 15.05% 3.40% 16.63% 46.60% 19.32% 15.05% 20.77% 41.55% 22.71% 16.33% 43.60% 22.60% 19.32% 43.60% 19.32% 43.60% 43. |



| | | | Council overall | Corporate and Community Service | Adult, Children and Health | Operations and Customer |
|-----------------------|--|--|--|--|--|--|
| | | Strongly agree Agree | 5.91% 30.07% | 3.54% 34.51% | 9.26% 30.74% | 2.94% 27.45% |
| | I have confidence in the leadership skills of the senior | Neither agree or disagree Disagree | 34.80% 20.78% | 36.28% 21.24% | 29.63% 21.48% | 40.69% 19.61% |
| | leadership team | Strongly disagree | 8.45% | 4.42% | 8.89% | 9.31% |
| | | Strongly agree Agree | 2.54% 14.89% | 1.77% 15.04% | 3.70% 18.52% | 1.48% 10.84% |
| | | Neither agree or disagree Disagree | 40.78% 26.73% | 43.36% 28.32% | 42.96% 23.33% | 35.96% 30.54% |
| | I have confidence in the leadership skills of members | Strongly disagree | 15.06% | 11.50% | 11.48% 11.48% | 21.18% |
| | | Strongly agree Agree | 7.77% 27.70% | 6.19% 31.86% | 11.48% 27.78% | 3.92% 25.98% |
| | The senior leadershp team are visible and | Neither agree or disagree Disagree | 27.70% 25.00% | 31.86% 23.89% | 23.33% 24.81% | 31.37% 25.00% |
| | approachable | Strongly disagree | 11.82% | 6.19% | 12.59% | 13.73% |
| | | Strongly agree Agree | 3.39% 15.08% | 5.36% 24.11% | 4.46% 13.75% | 0.98% 11.76% |
| The leadership | | Neither agree or disagree Disagree | 32.03% 29.15% | 29.46% 28.57% | 33.83% 29.00% | 32.35% |
| | 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% 13.05% | 23.21% 6.25% | 18.15% 11.48% | 20.69% 17.73% |
| | | Strongly agree Agree | 4.08% 17.69% | 0.88% 14.16% | 7.14% 21.43% | 1.96% 15.20% |
| | | Neither agree or disagree | 50.17% | 58.41% | 44.74% | 52.45% |
| | The senior leadership team consistently exhibit the CREATE values | Disagree Strongly disagree | 16.50% 11.56% | 20.35% 6.19% | 15.04% 11.65% | 16.67% 13.73% |
| | | Strongly agree | 2.90% | 0.88% | 5.28% | 0.99% |
| | | Agree Neither agree or disagree | 10.41% 53.92% | 11.50% 50.44% | 12.08% 56.60% | 7.88% 52.71% |
| | Members consistently exhibit the CREATE values when I directly interact with them | Disagree Strongly disagree | 17.58% 15.19% | 23.89% 13.27% | 13.96% 12.08% | 18.72% 19.70% |
| | . Greetly interact with them | and on Bry orangi cc | | Corporate and | | 13.70% |
| | | | Council | Community Service | Adult, Children and Health | Operations and Customer |
| | | Strongly agree | 3.43% | 0.89% | 6.74% | 0.50% |
| | | Agree Neither agree or disagree | 19.38% 39.11% | 18.75% 43.75% | 20.97% 39.70% | 18.50% 35.50% |
| | I am happy with the direction the council is going in | Disagree Strongly disagree | 26.42% 11.66% | 25.00% 11.61% | 23.97% 8.61% | 31.00% 14.50% |
| | rain happy with the direction the council is going in | Strongly agree | 2.74% | 2.68% | 3.73% | 1.50% |
| | | Agree Neither agree or disagree | 17.12% 29.62% | 23.21% 24.11% | 17.54% 29.85% | 14.00% 32.50% |
| | On most occasions the Council tries to do what is best | Disagree | 31.68% 18.84% | 35.71% 14.29% | 33.21% 15.67% | 27.50% |
| | and isn't strictly governed by budget concers | Strongly disagree 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% 10.10% | 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 Strongly agree | 4.79% 4.28% | 3.57% 2.70% | 3.36% 6.72% | 7.00% 1.99% |
| | | Agree | 19.52% | 18.02% | 20.90% | 18.91% |
| | The council considers the views of me and my | Neither agree or disagree Disagree | 32.36% 29.11% | 38.74% 27.93% | 32.46% 26.49% | 29.85% 32.84% |
| | colleagues | Strongly disagree | 14.73% | 12.61% | 13.43% | 16.42% |
| | | Strongly agree Agree | 11.45% 45.98% | 8.93% 45.54% | 13.81% 46.64% | 9.95% 46.27% |
| | The people I work with exhibit the CREATE values on a | Neither agree or disagree Disagree | 32.48% 7.69% | 33.93% 10.71% | 30.97% 5.97% | 33.33% 7.96% |
| | regular basis | Strongly disagree | 2.39% | 0.89% | 2.61% | 2.49% |
| | | | Council | Corporate and Community | | Operations |
| | | | | | Adult, Children | Operations |
| | | | overall | Service C 210/ | and Health | and Customer |
| | | Strongly agree Agree | 9.08% 42.41% | 6.31% 49.55% | and Health 10.69% 36.26% | and Customer 8.67% 47.45% |
| | | Agree Neither agree or disagree | 9.08% 42.41% 33.16% | 6.31% 49.55% 31.53% | and Health 10.69% | 8.67% 47.45% 28.57% |
| | The council provides a great service to our residents | Agree Neither agree or disagree Disagree Strongly disagree | 9.08% 42.41% 33.16% 12.22% 3.14% | 6.31% 49.55% 31.53% 9.91% 2.70% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% |
| | The council provides a great service to our residents | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% | and Health 10.69% 36.26% 37.40% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% |
| | | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 35.14% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 30.93% |
| | The council provides a great service to our residents The council is a proactive organisation, planning for the future instead of reacting to circumstances | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% |
| | The council is a proactive organisation, planning for the | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 35.14% 16.22% 9.91% 3.60% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 7.60% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 30.93% 21.13% 8.25% 4.10% |
| | The council is a proactive organisation, planning for the future instead of reacting to circumstances | Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Agree Agree Agree Agree Agree Agree Agree or disagree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% 35.06% 27.23% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 16.22% 9.91% 3.60% 37.84% 24.32% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 15.97% 7.60% 36.12% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 30.93% 21.13% 8.25% 4.10% 34.36% 27.18% |
| | The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is | Agree Disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Neither agree or disagree Disagree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01% 5.57% 5.58% 35.06% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 16.22% 9.91% 3.60% 37.84% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 15.97% 7.60% 36.12% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 36.08% 30.93% 21.13% 8.25% 4.10% 34.36% |
| | The council is a proactive organisation, planning for the future instead of reacting to circumstances | Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Disagree Disagree Strongly disagree Strongly agree Agree Agree Agree Disagree Strongly agree Strongly agree Strongly agree Strongly agree Strongly agree Disagree Disagree Strongly agree | 9.08% 42.41% 33.16% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% 27.23% 22.86% 8.73% 3.68% | 6.31% 49.55% 31.53% 9.91% 2.70% 35.14% 35.14% 35.14% 9.91% 3.60% 37.84% 24.32% 26.13% 8.111% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 15.97% 7.60% 7.60% 28.90% 19.39% 4.58% | and Customer 8. 67% 47. 45% 28. 57% 12. 24% 3. 06% 3. 61% 36. 08% 30. 93% 21. 13% 8. 25% 4. 10% 27. 18% 25. 13% 9. 23% 3. 59% |
| | The council is a proactive organisation, planning for the future instead of reacting to circumstances Overall communication with staff across the council is | Agree 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 | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% 27.23% 22.86% 27.33% 3.68% 19.66% 34.68% | 6.31% 49.55% 31.53% 9.91% 2.70% 35.14% 35.14% 16.22% 9.91% 3.60% 24.32% 24.32% 26.13% 1.82% 1.82% | and Health 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 15.97% 7.60% 36.12% 28.90% 19.39% 7.98% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 30.93% 21.13% 8.25% 4.10% 34.36% 27.18% 9.23% |
| | 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 | Agree Disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Neither agree or disagree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Agree Neither agree or disagree Strongly agree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly agree Neither agree or disagree Neither agree Neither agree or disagree | 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 34.79% 18.01% 8.57% 27.23% 27.23% 3.06% 3.06% 3.5.06% 3.5.06% 3.5.06% 17.23% 19.95% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 16.22% 9.91% 24.32% 26.13% 8.11% 18.18% 47.27% 26.36% | and Health 36.26% 36.26% 37.40% 37.40% 32.26% 33.84% 34.60% 33.84% 45.89% 45.89% 45.89% 33.31.68% 33.31.88% | and Customer 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 4.13% 4.21,13% 4.27,18% 27.18% 23.359% 18.97% |
| | 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 | Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly agree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Disagree Disagree Disagree Disagree Strongly agree Agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly agree Strongly agree | 9.08% 42.41% 33.15% 12.22% 12.22% 34.79% 34.79% 35.05% 18.01% 19.95% | 6.31% 49.55% 31.53% 9.91% 2.77% 3.60% 35.14% 16.22% 9.91% 3.60% 37.84% 26.13% 1.82% 18.11% 1.82% 18.26% 6.36% 6.36% | and Health 36.20% 36.20% 37.40% 37.40% 37.40% 31.29% 34.60% 33.84% 31.59% 7.60% 36.12% 36.12% 36.12% 37.98% | and Customer 4.745% 28.57% 28.57% 3.06% 3.05% 3.05% 3.03% 3.03% 27.18% 22.18% 27.18% 23.34.36% 27.18% 23.34.36% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% 3.35% |
| Service | 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 | Agree Disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Strongly agree 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 Disagree Disagree Neither agree or disagree Disagree | 9.08% 42.41% 33.16% 12.22% 34.17% 5.59% 34.79% 33.04% 18.01% 8.57% 5.58% 27.23% 22.86% 27.23% 3.68% 31.70% 34.68% 31.70% | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 35.14% 35.48% 46.22% 26.13% 47.27% 47.27% 47.27% 6.36% 6.36% | and Health 36.26% 36.26% 37.40% 37.40% 7.98% 4.67% 33.84% 4.60% 7.60% 7.60% 4.89% 4.58% | and Customer 47.45% 28.57% 28.57% 3.06% 3.61% 3.06% 3.09% 4.10% 4.10% 27.18% 25.136 9.237 3.59% 32.31% 32.31% |
| Service Excellence | 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 | Agree Disagree Disagree Strongly 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 agree Agree Neither agree or disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Nether agree or disagree Disagree Nether agree or disagree | 9.08% 42.41% 31.95% 12.22% 12.22% 31.45% 5.59% 34.79% 38.07% 18.01% 8.57% 19.95% 19.95% 10.99 | 6.31% 49.55% 31.53% 9.91% 2.70% 3.60% 35.14% 16.22% 9.91% 3.60% 3.84% 24.32% 24.32% 24.32% 6.36% 3.84% 47.27% 6.36% 6.36% 3.64% 44.55% 31.82% | and Health 36.26% 36.26% 37.40% 37.40% 32.26% 3.34% 3.46% 33.384% 3.55% 3.60% | and Customer 47.45% 48.57% 48.57% 48.57% 49.61% 49. |
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| | | 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% | 22.56 |
| | 9 | 13.46% | 16.22% | 14.12% | 11.28 |
| How do you feel at work (Calm - Stressed) | Stressed - 10 | 6.64% | | 6.87% | 7.69 |
| | | | Corporate and | | |
| | | Council | Community | Adult, Children | Operations |
| | | overall | Service | and Health | 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% | |
| | | | Corporate and | | |
| | | Council | Community | Adult, Children | Operations |
| | | overall | Service | and Health | and Custome |
| | Satisfied - 1 | 4.92% | 2.70% | 5.34% | 5.73 |
| | 2 | 9.67% | 9.91% | 10.69% | 7.81 |
| | 3 | 12.83% | 13.51% | 11.45% | 14.06 |
| | 4 | 8.44% | 7.21% | 9.54% | 7.81 |
| | 5 | 18.80% | 21.62% | 19.47% | 16.67 |
| | 6 | 10.02% | 9.01% | 10.31% | 10.42 |
| | 7 | 13.01% | 11.71% | 12.98% | 14.06 |
| | 8 | 11.07% | 12.61% | 11.07% | 9.90 |
| | 9 | 5.80% | 6.31% | 4.58% | 7.29 |
| | | | | | |

Corporate and Community Services

| | | corporate a | iu coiiii | munity Se | I VICES | 1 | Covernance | |
|---------------|---|--|--|--|--|--|--|--|
| | | | Council overall | Corporate and Community Directorate | Communities and Economic Development | Planning Development and Regeneration | Governance, 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% 44.44% |
| | 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% |
| | my work and nome me | 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 disagree Strongly agree | 11.98% | 9.68% | 0.00% | 4.17% | 23.33% | 11.11% |
| | My work gives me a sense of personal | Agree | 50.64% | 55.65% | 60.00% | 50.00% | 53.33% | 51.85% |
| | achievement | Neither agree or disagree | 17.73% | 12.10% 16.94% | 15.00% 15.00% | 8.33% | 10.00% 13.33% | 22.22% 7.41% |
| | | Disagree Strongly disagree | 14.86% 4.79% | 5.65% | 10.00% | 25.00% 12.50% | 0.00% | 7.41% |
| | | Strongly agree | 6.60% | 3.25% | 0.00% | 0.00% | 6.67% | 3.70% |
| | I am under the correct amount of | Agree Neither agree or disagree | 37.04% 21.10% | 35.77% 23.58% | 45.00% 40.00% | 33.33% 25.00% | 36.67% 33.33% | 40.74% 18.52% |
| | pressure to preform well in my role | Disagree | 25.76% | 26.83% | 5.00% | 25.00% | 23.33% | 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% |
| | 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% |
| | valuable for my future | Disagree | 11.25% | 13.82% | 10.00% | 8.33% | 16.67% | 11.54% |
| | | Strongly disagree Strongly agree | 3.23% 16.88% | 3.25% 10.48% | 5.00% | 4.17% 13.04% | 0.00% | 3.85% 14.81% |
| | I would be happy to still be working at | Agree | 35.69% | 37.10% | 60.00% | 26.09% | 46.67% | 44.44% |
| | the council in 12 months' time | Neither agree or disagree | 28.14% | 29.84% | 30.00% | 26.09% | 20.00% | 25.93% |
| | | Disagree Strongly disagree | 12.38% 6.91% | 18.55% 4.03% | 10.00% | 26.09% 8.70% | 13.33% | 11.11% 3.70% |
| | | Strongly agree | 4.97% | 1.61% | 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 | 24.90% 27.40% | 25.81% 32.26% | 30% 30.00% | 22% | 33% 23.33% | 19% 29.63% |
| | | Disagree Strongly disagree | 14.36% | 32.26% 15.32% | 0.00% | 34.78% 26.09% | 23.33% 6.67% | 29.63% 11.11% |
| | | | Council | Corporate and Community | Communities and Economic | Planning Development and | Governance, Partnerships, Performance and | Flores |
| | | Strongly agree | overall 11.71% | Directorate 11.38% | Development 15.00% | Regeneration 8.33% | Policy 20.00% | Finance 3.70% |
| | | Agree | 39.19% | 39.02% | 40.00% | 37.50% | 36.67% | 55.56% |
| | | Neither agree or disagree | 29.76% | 26.83% | 20.00% | 33.33% | 23.33% | 22.22% |
| I | My job is good for my own personal growth | Disagree Strongly disagree | 16.42% 29.02% | 17.89% 4.88% | 15.00% 10.00% | 20.83% | 20.00% | 14.81% 3.70% |
| I | P. Own | Strongly disagree Strongly agree | 6.33% | 4.88% 5.69% | 10.00% | 4.17% | 10.00% | 3.70% |
| I | L | Agree | 37.82% | 39.84% | 35.00% | 50.00% | 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 | strenghts | Strongly disagree | 7.95% | 8.94% | 10.00% | 8.33% | 0.00% | 11.11% |
| development | | Strongly agree | 9.27% | 4.88% | | 8.33% | 13.33% | 3.70% |
| | | Agree | 44.23% | 43.90% | 30.00% | 33.33% | 30.00% | 74.07% |
| | 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 | 28.73% 50.16% | 30.08% 45.53% | 30.00% | 12.50% | 53.33% | 18.52% 59.26% |
| | I believe that I make a valuable | Agree Neither agree or disagree | 14.94% | 45.53% 16.26% | 45.00% 20.00% | 62.50% 20.83% | 30.00% 16.67% | 11.11% |
| | contribution to the success of the | Disagree | 3.90% | 4.88% | 0.00% | 4.17% | 0.00% | 3.70% |
| | Council | Strongly disagree | 2.27% | 3.25% | 5.00% | 0.00% | 0.00% | 7.41% |
| | • | | | | | | Couernance | |
| | • | | | Corporate and | Communities and | Planning | Governance, Partnerships, | |
| | • | | Council | Community | Economic | Development and | Partnerships, Performance and | _ |
| | | Strongly agree | overall | Community Directorate | | Development and Regeneration | Partnerships, Performance and Policy | Finance |
| | | Strongly agree Agree | overall 16.11% 43.36% | Community | Economic | Development and | Partnerships, Performance and | 11.11% 55.56% |
| | receive regular feedback from my | Agree Neither agree or disagree | overall 16.11% 43.36% 18.11% | Community Directorate 12.07% 44.83% 14.66% | Economic Development 11.11% 61.11% 5.56% | Development and Regeneration 0.00% 43.48% 21.74% | Partnerships, Performance and Policy 13.79% 44.83% 24.14% | 11.11% 55.56% 18.52% |
| | line manager regarding my | Agree Neither agree or disagree Disagree | 0verall 16.11% 43.36% 18.11% 15.86% | Community Directorate 12.07% 44.83% 14.66% 18.10% | Economic Development 11.11% 61.11% 5.56% 16.67% | Development and Regeneration 0.00% 43.48% | Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% | 11.11% 55.56% 18.52% 3.70% |
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| | line manager regarding my | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree | overall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% | Community Directorate 12.07% 44.83% 14.66% 18.10% 10.34% 19.83% 41.38% | Economic Development 11.11% 61.11% 5.56% 16.67% 5.56% 27.78% 44.44% | Development and Regeneration 0.00% 43.48% 21.74% 13.04% 21.74% 30.43% | Partnerships, Performance and Policy 13.79% 44.83% 24.14% 17.24% 0.00% 17.24% 41.38% | 11.11% 55.56% 18.52% 3.70% 11.11% 14.81% 44.44% |
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Colour key
Most positive result
Most negative result

| | | | Council overall | Corporate and Community Directorate | Communities and Economic Development | Planning Development and Regeneration | Governance, Partnerships, Performance and Policy | Finance |
|--------------------|---|---------------------------------------|--------------------|---|--|---|---|----------------------|
| | | 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 Neither agree or disagree | 26.09% 47.83% | 15.04% 43.36% | 17.65% 58.82% | 9.09% 40.91% | 17.86% 57.14% | 29.63% 40.74% |
| | I have confidence in the leadership skills of members | Disagree | 4.35% 8.70% | 28.32% 11.50% | 23.53% | 31.82% 18.18% | 14.29% 3.57% | 22.22% |
| | skills of members | Strongly disagree Strongly agree | 17.39% | 6.19% | 0.00% | 0.00% | 17.86% | 0.00% |
| | | Agree Neither agree or disagree | 52.17% 8.70% | 31.86% 31.86% | 17.65% 47.06% | 26.09% 43.48% | 35.71% 32.14% | 51.85% 25.93% |
| | The senior leadershp team are visible and approachable | Disagree Strongly disagree | 8.70% 13.04% | 23.89% 6.19% | 29.41% 5.88% | 21.74% 8.70% | 14.29% 0.00% | 14.81% 7.41% |
| | | Strongly agree Agree | 13.64% 27.27% | 5.36% 24.11% | 0.00% 23.53% | 0.00% 26.09% | 17.86% 25.00% | 0% 29.63% |
| The leadership | Members are visible and | Neither agree or disagree Disagree | 27.27% 18.18% | 29.46% 28.57% | 29.41% 41.18% | 43.48% 21.74% | 39.29% 17.86% | 29.63% 29.63% |
| | approachable | Strongly disagree | 13.64% | 12.50% | 5.88% | 8.70% | 0.00% | 11.11% |
| | | Strongly agree Agree | 13.04% 30.43% | 0.89% 15.18% | 0.00% 5.88% | 0.00% 8.70% | 3.70% 18.52% | 0.00% 25.93% |
| | The senior leadership team have a | Neither agree or disagree Disagree | 39.13% 4.35% | 54.46% 23.21% | 58.82% 35.29% | 52.17% 26.09% | 66.67% 7.41% | 55.56% 7.41% |
| | plan that I believe in | Strongly disagree Strongly agree | 13.04% 13.04% | 6.25% 0.88% | 0.00% | 13.04% 0.00% | 3.70% 3.57% | 11.11% |
| | | 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 | Disagree | 8.70% 13.04% | 20.35% 6.19% | 11.76% 5.88% | 17.39% 13.04% | 14.29% 3.57% | 11.11% |
| | consistently exhibit the CREATE values | Strongly disagree 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% |
| | | | Council overall | Corporate and Community Directorate | Communities and Economic Development | Planning Development and Regeneration | Governance, Partnerships, Performance and Policy | Finance |
| | | Strongly agree | 3.43% 19.38% | 0.89% 18.75% | 0.00% 5.88% | 0.00% 13.64% | 3.57% 28.57% | 0.00% |
| | | Agree Neither agree or disagree | 39.11% | 43.75% | 82.35% | 36.36% | 46.43% | 37.04% |
| | I am happy with the direction the council is going in | Disagree Strongly disagree | 26.42% 11.66% | 25.00% 11.61% | 11.76% 0.00% | 27.27% 22.73% | 17.86% 3.57% | 14.81% 11.11% |
| | | Strongly agree Agree | 2.74% 17.12% | 2.68% 23.21% | 0.00% 35.29% | 4.55% 18.18% | 3.57% 25.00% | 0.00% 37.04% |
| | On most occasions the Council tries to do what is best and isn't strictly | Neither agree or disagree Disagree | 29.62% 31.68% | 24.11% 35.71% | 23.53% 41.18% | 22.73% 31.82% | 32.14% 35.71% | 25.93% 25.93% |
| | governed by budget concers | Strongly disagree Strongly agree | 18.84% 3.95% | 14.29% 2.70% | 0.00% | 22.73% 0.00% | 3.57% 10.71% | 11.11% |
| | | Agree | 41.34% | 45.05% | 62.50% | 40.91% | 46.43% | 51.85% |
| | The majority of service areas and teams across the council work well | Neither agree or disagree Disagree | 32.42% 16.30% | 29.73% 16.22% | 25.00% 12.50% | 18.18% 27.27% | 32.14% 10.71% | 33.33% 7.41% |
| The council | together | Strongly disagree Strongly agree | 6.00% 10.10% | 6.31% 7.14% | 0.00% 11.76% | 13.64% 4.55% | 0.00% 10.71% | 7.41% 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% |
| | I feel proud to work for the council | Strongly agree | 4.28% | 2.70% | 0.00% | 0.00% | 7.14% | 3.70% |
| | | Agree Neither agree or disagree | 19.52% 32.36% | 18.02% 38.74% | 11.76% 52.94% | 13.04% 34.78% | 21.43% 53.57% | 37.04% 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% 45.54% | 17.65% 29.41% | 0.00% 43.48% | 21.43% 39.29% | 0.00% 62.96% |
| | The people I work with exhibit the | Neither agree or disagree Disagree | 32.48% 7.69% | 33.93% 10.71% | 52.94% 0.00% | 52.17% 4.35% | 35.71% 3.57% | 14.81% 14.81% |
| | CREATE values on a regular basis | Strongly disagree | 2.39% | 0.89% | 0.00% | 0.00% | 0.00% Governance. | 7.41% |
| | | | Council overall | Community Directorate | Communities and Economic Development | Planning Development and Regeneration | Partnerships, Performance and Policy | Finance |
| | | Strongly agree Agree | 9.08% 42.41% | 6.31% 49.55% | 6.25% 50.00% | 4.35% 30.43% | 10.71% 50.00% | 7.41% 62.96% |
| | The council provides a great service to | Neither agree or disagree Disagree | 33.16% 12.22% | 31.53% 9.91% | 37.50% 6.25% | 39.13% 17.39% | 32.14% 7.14% | 22.22% 0.00% |
| | our residents | Strongly disagree Strongly agree | 3.14% 5.59% | 2.70% 3.60% | 0.00% 0.00% | 8.70% 4.55% | 0.00% 7.14% | 7.41% 3.70% |
| | The council is a proactive | Agree Neither agree or disagree | 34.79% | 35.14% 35.14% | 37.50% 43.75% | 13.64% 31.82% | 46.43% 35.71% | 62.96% 14.81% |
| | organisation, planning for the future | Disagree | 18.01% | 16.22% | 12.50% | 22.73% 27.27% | 7.14% | 11.11% |
| | instead of reacting to circumstances | Strongly disagree Strongly agree | 8.57% 5.58% | 9.91% | 6.25% 12.50% | 0.00% | 3.57% 3.57% | 7.41% |
| | Overall communication with staff | Agree Neither agree or disagree | 35.06% 27.23% | 37.84% 24.32% | 31.25% 31.25% | 18.18% 22.73% | 50.00% 21.43% | 62.96% 14.81% |
| | across the council is effective and timely | Disagree Strongly disagree | 22.86% 8.73% | 26.13% 8.11% | 25.00% 0.00% | 40.91% 18.18% | 17.86% 7.14% | 11.11% 7.41% |
| | | Strongly agree Agree | 3.68% 19.96% | 1.82% 18.18% | 0.00% 6.25% | 0.00% 9.52% | 7.14% 32.14% | 7.41% 33.33% |
| | Staff have the freedom to do what is needed to provide a great service for | Neither agree or disagree | 34.68% 31.70% | 47.27% 26.36% | 75.00% 18.75% | 57.14% 19.05% | 42.86% 17.86% | 37.04% 14.81% |
| | needed to provide a great service for our residents | Disagree Strongly disagree | 9.98% | 6.36% | 0.00% | 14.29% | 0.00% | 7.41% |
| Complex T | | Strongly agree Agree | 5.44% 38.07% | 3.64% 44.55% | 6.25% 50.00% | 0.00% 28.57% | 3.57% 57.14% | 11.11% 55.56% |
| Service Excellence | The council is an organisation that can | | 36.67% 13.68% | 31.82% 14.55% | 25.00% 18.75% | 38.10% 23.81% | 21.43% 17.86% | 29.63% 0.00% |
| | be trusted by our residents | Strongly disagree Strongly agree | 6.14% 4.02% | 5.45% 1.80% | 0.00% | 9.52% 0.00% | 0.00% 3.57% | 3.70% 7.41% |
| | | Agree Neither agree or disagree | 19.76% 32.34% | 12.61% 38.74% | 6.25% 56.25% | 9.09% 31.82% | 14.29% 46.43% | 18.52% 40.74% |
| | Delivering great service is rewarded | Disagree | 31.82% 12.06% | 34.23% | 31.25% 6.25% | 40.91% | 25.00% 10.71% | 22.22% |
| | here | Strongly disagree Strongly agree | 7.87% | 12.61% 5.45% | 18.75% | 4.76% | 3.57% | 7.41% |
| | | Agree Neither agree or disagree | 55.07% 30.42% | 50.91% 38.18% | 62.50% 18.75% | 38.10% 38.10% | 50.00% 42.86% | 51.85% 33.33% |
| | In general employees understand the expectations of our residents | Disagree Strongly disagree | 5.07% 1.57% | 3.64% 1.82% | 0.00% 0.00% | 19.05% 0.00% | 3.57% 0.00% | 0.00% 7.41% |
| | | Strongly agree Agree | 10.82% 59.51% | 5.41% 57.66% | 12.50% 56.25% | 0.00% 45.45% | 7.14% 60.71% | 7.41% 66.67% |
| | Staff constantly seek to improve the | Neither agree or disagree Disagree | 24.61% 3.84% | 30.63% 6.31% | 25.00% 6.25% | 45.45% 4.55% | 28.57% 3.57% | 14.81% 3.70% |
| | services that we offer | Strongly disagree | 1.22% | 0.00% | 0.00% | 4.55% | 0.00% | 7.41% |
| | | Strongly agree Agree | 6.99% 32.34% | 5.41% 30.63% | 0.00% 43.75% | 0.00% 22.73% | 14.29% 35.71% | 11.11% 25.93% |
| | I have the support needed to provide | Neither agree or disagree Disagree | 35.31% 19.41% | 36.94% 20.72% | 43.75% 6.25% | 31.82% 27.27% | 35.71% 10.71% | 44.44% 11.11% |
| | a great service | Strongly disagree | 5.94% | 6.31% | 6.25% | 18.18% | 3.57% | 7.41% |

| | | Council overall | Corporate and Community Directorate | Communities and Economic Development | Planning | Governance, Partnerships, Performance and Policy | Finance |
|---------------------------------------|-------------------|--------------------|---|--|--------------|---|---------|
| | Calm - 1 | 2.27% | 1.80% | 0.00% | 0.00% | 3.57% | 3.70% |
| 1 | 2 | 4.02% | 1.80% | 6.25% | 4.55% | 3.57% | 3.70% |
| 3 | 3 | 7.17% | 2.70% | 6.25% | 0.00% | 0.00% | 3.70% |
| 4 | 1 | 6.29% | 7.21% | 0.00% | 18.18% | 10.71% | 3.70% |
| 5 | 5 | 10.84% | 13.51% | 18.75% | 9.09% | 10.71% | 18.52% |
| 6 | 5 | 10.49% | 9.01% | 18.75% | 4.55% | 10.71% | 14.81% |
| 1 | 7 | 16.26% | 11.71% | 25.00% | 13.64% | 21.43% | 0.00% |
| 1 | 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% |
| | | | Corporate and | Communities and | Planning | Governance, Partnerships, | |
| | | | Community | Economic | | Performance and | |
| | | Council | Directorate | Development | Regeneration | 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% |
|] | | 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 | 6 | 8.60% | 7.27% | 0.00% | 9.09% | 10.71% | 11.54% |
| <u> </u> | 7 | 9.82% | 5.45% | 18.75% | 9.09% | 3.57% | 3.85% |
| <u> </u> | 8 | 4.21% | 8.18% | 0.00% | 9.09% | 0.00% | 3.85% |
| How do you feel at work (Enthuastic - | | 3.51% | 2.73% | 0.00% | 0.00% | 7.14% | |
| Bored) E | Bored - 10 | 2.28% | 4.55% | 6.25% | 0.00% | 3.57% | 7.69% |
| | | | Corporate and | Communities and Economic | | Governance, Partnerships, Performance and | |
| | | Council | Directorate | Development | Regeneration | Policy | Finance |
| c | Satisfied - 1 | 4.92% | 2.70% | 0.00% | 0.00% | 0.00% | 3.70% |
| 1 | | 9.67% | 9.91% | 6.25% | 4.55% | 21.43% | 7.41% |
| | | 12.83% | 13.51% | 12.50% | 22.73% | 14.29% | 18.52% |
| 1 | | 8.44% | 7.21% | 0.00% | 9.09% | 10.71% | 3.70% |
| | | 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% |
| | | 13.01% | 11.71% | 18.75% | 4.55% | 14.29% | 18.52% |
| 1 | 8 | 11.07% | 12.61% | 6.25% | 13.64% | 7.14% | 14.81% |
| ı E | | | | | | | |
| How do you feel at work (Satisfied - | 3 | 5.80% | 6.31% | 0.00% | 13.64% | 7.14% | 0.00% |

Adult, Children and Health Services

| | | | | Adult, Children | | | Schools and | Commissioning | |
|-----------------------------|--|---|--|--|--|--|--|--|--|
| | | | Council | and Health | Health, Early Help | Health and Adult | Educational | Adults, Children | Human |
| | | Ca | Overall 10.11% | Directorate 10.75% | and Safeguarding 9.09% | Social Care | Services 3.45% | and Health | Resources |
| | I am happy with the balance between my | Strongly agree Agree | 43.18% | 10.75% 40.50% | 9.09% 31.82% | 10.47% 40.70% | 34.48% | 8.70% 39.13% | 14.29% 57.14% |
| | work and home life | Neither agree or disagree | 17.82% 24.24% | 19.35% 24.01% | 24.24% | 16.28% 25.58% | 27.59% 34.48% | 26.09% 17.39% | 9.52% 19.05% |
| | | Disagree Strongly disagree | 4.65% | 5.38% | 7.58% | 6.98% | 0.00% | 8.70% | 0.00% |
| | | Strongly agree | 11.98% | 15.30% | 9.09% | 16.09% | 13.79% | 13.04% | 19.05% |
| | My work gives me a sense of personal achievement | Agree Neither agree or disagree | 50.64% 17.73% | 50.18% 17.44% | 54.55% 13.64% | 42.53% 20.69% | 58.62% 24.14% | 52.17% 21.74% | 47.62% 19.05% |
| | acnievement | Disagree | 14.86% | 13.17% | 15.15% | 16.09% | 3.45% | 8.70% | 14.29% |
| | | Strongly disagree Strongly agree | 4.79% 6.60% | 3.91% 8.57% | 3.03% | 4.60% 11.49% | 0.00% | 4.35% 13.04% | 0.00% 14.29% |
| | I am under the correct amount of pressure | Agree | 37.04% | 36.43% | 31.82% | 27.59% | 31.03% | 43.48% | 38.10% |
| | to preform well in my role | Neither agree or disagree Disagree | 21.10% 25.76% | 20.00% | 21.21% 28.79% | 25.29% 25.29% | 27.59% 34.48% | 21.74% 13.04% | 14.29% 28.57% |
| All about you | | Strongly disagree | 9.50% | 8.57% | 15.15% | 10.34% | 0.00% | 8.70% | 4.76% |
| | | Strongly agree Agree | 13.50% 42.12% | 16.01% 45.55% | 7.58% 50.00% | 20.69% 45.98% | 10.34% 37.93% | 26.09% 39.13% | 19.05% 47.62% |
| | The experience I gain from this job is valuable for my future | Neither agree or disagree | 29.90% | 28.47% | 31.82% | 24.14% | 44.83% | 21.74% | 23.81% |
| | , | Disagree Strongly disagree | 11.25% | 7.12% 2.85% | 9.09% 1.52% | 4.60% | 6.90% | 8.70% 4.35% | 9.52% |
| | | Strongly agree | 16.88% | 20.86% | 12.12% | 30.23% | 17.24% | 17.39% | 19.05% |
| | I would be happy to still be working at the | Agree Neither agree or disagree | 35.69% 28.14% | 33.57% 26.43% | 28.79% 39.39% | 24.42% | 51.72% 24.14% | 39.13% 21.74% | 52.38% 23.81% |
| | council in 12 months' time | Disagree | 12.38% | 12.50% | 12.12% | 13.95% | 6.90% | 13.04% | 4.76% |
| | | Strongly disagree Strongly agree | 6.91% 4.97% | 7.14% 6.41% | 7.58% 4.55% | 10.47% 8.05% | 0.00% 3.45% | 8.70% 8.70% | 0.00% 14.29% |
| | I am happy with the pay and benefits that I | Agree | 28.37% | 30.25% | 22.73% | 27.59% | 34.48% | 34.78% | 47.62% |
| | receive for my job | Neither agree or disagree Disagree | 24.90% 27.40% | 25.00% 26.33% | 33.33% 24.24% | 17.24% 28.74% | 41.38% 17.24% | 13.04% 39.13% | 14.29% 23.81% |
| | | Strongly disagree | 14.36% | 12.46% | 15.15% | | 3.45% | 4.35% | 0.00% |
| | | | Council | Adult, Children and Health | Health, Early Help | Health and Adult | Schools and Educational | Commissioning Adults, Children | Human |
| | | Ctrongly agree | Overall 11.71% | Directorate 14.86% | and Safeguarding 7.58% | Social Care 16.47% | Services 17.24% | and Health 17.39% | Resources |
| | | Strongly agree Agree | 39.19% | 39.86% | 37.88% | 34.12% | 41.38% | 39.13% | 20.00% 50.00% |
| | May lob is good for many | Neither agree or disagree | 29.76% | 30.07% | 36.36% | 35.29% | 27.59% | 26.09% | 20.00% |
| | My job is good for my own personal growth | Disagree Strongly disagree | 16.42% 29.02% | 12.68% 2.54% | 15.57% | 9.41% 4.71% | 13.79% 0.00% | 13.04% 4.35% | 10.00% |
| | | Strongly agree | 6.33% | 7.94% | 1.52% | 9.30% | 6.90% | 13.04% | 20.00% |
| | | Agree Neither agree or disagree | 37.82% 21.43% | 36.10% 24.19% | 25.76% 33.33% | 37.21% 22.09% | 51.72% 20.69% | 39.13% 21.74% | 35.00% 25.00% |
| l | I believe that the Council makes effective | Disagree | 26.46% | 24.91% | 28.79% | 24.42% | | 17.39% | 15.00% |
| Learning and development | use of my personal skills and strenghts | Strongly disagree Strongly agree | 7.95% 9.27% | 6.86% 11.19% | 10.61% 7.69% | 6.98% 19.54% | 0.00% 3.45% | 8.70% 8.70% | 5.00% 10.00% |
| · | | Agree | 44.23% | 49.10% | 44.62% | 52.87% | 48.28% | 34.78% | 45.00% |
| | The training that I receive is of benefit to | Neither agree or disagree Disagree | 26.34% 13.50% | 24.19% 11.91% | 30.77% 12.31% | 14.94% 10.34% | 27.59% 17.24% | 26.09% 21.74% | 30.00% 15.00% |
| | me in my job | Strongly disagree | 6.67% | 3.61% | 4.62% | 2.30% | 3.45% | 8.70% | 0.00% |
| | | Strongly agree Agree | 28.73% 50.16% | 29.50% 50.36% | 27.27% 43.94% | | | 17.39% 60.87% | 40.00% 50.00% |
| | | Neither agree or disagree | 14.94% | 14.03% | 19.70% | 12.64% | 20.69% | 17.39% | 10.00% |
| | I believe that I make a valuable contribution to the success of the Council | Disagree Strongly disagree | 3.90% 2.27% | 3.60% 2.52% | 4.55% 4.55% | 3.45% 3.45% | 0.00% | 4.35% 0.00% | 0.00% |
| | | 0,110 | | Adult, Children | | | Schools and | Commissioning | |
| | | | | | | | | | |
| | | | Council Overall | and Health Directorate | Health, Early Help and Safeguarding | Health and Adult Social Care | Educational Services | Adults, Children and Health | Human Resources |
| | | Strongly agree | Overall 16.11% | Directorate 19.71% | and Safeguarding 17.19% | Social Care 24.14% | Educational Services 24.14% | Adults, Children and Health 17.39% | |
| | I receive regular feedback from my line | Agree | Overall 16.11% 43.36% | Directorate 19.71% 44.89% | and Safeguarding 17.19% 42.19% | Social Care 24.14% 41.38% | Educational Services 24.14% 34.48% | Adults, Children and Health 17.39% 39.13% | Resources 14.29% 66.67% |
| | I receive regular feedback from my line manager regarding my performance | Agree Neither agree or disagree Disagree | 0verall 16.11% 43.36% 18.11% 15.86% | 19.71% 44.89% 17.15% 13.87% | and Safeguarding 17.19% 42.19% 17.19% 17.19% | Social Care 24.14% 41.38% 18.39% 12.64% | Educational Services 24.14% 34.48% 24.14% 13.79% | Adults, Children and Health 17.39% 39.13% 13.04% 21.74% | Resources 14.29% 66.67% 9.52% 9.52% |
| | | Agree Neither agree or disagree Disagree Strongly disagree | Overall 16.11% 43.36% 18.11% 15.86% 6.56% | 19.71% 44.89% 17.15% 13.87% 4.38% | and Safeguarding 17.19% 42.19% 17.19% | Social Care 24.14% 41.38% 18.39% 12.64% 3.45% | Educational Services 24.14% 34.48% 24.14% 13.79% 3.45% | Adults, Children and Health 17.39% 39.13% 13.04% 21.74% 8.70% | Resources 14.29% 66.67% 9.52% 9.52% 0.00% |
| | manager regarding my performance | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree | 0verall 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% | and Safeguarding 17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% | Social Care 24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% | Educational Services 24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 20.69% | Adults, Children and Health 17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% | Resources 14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% |
| | manager regarding my performance against my objectives | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree | 0verall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% | Directorate 19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% | and Safeguarding 17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% | Social Care 24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% | Educational Services 24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 20.69% 41.38% | Adults, Children and Health 17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% | Resources 14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29% |
| | manager regarding my performance | Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree | 0verall 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.97% 11.43% 90.62% | 19.71% 44.89% 17.15% 13.87% 4.38% 22.34% 43.22% 19.78% 9.16% 5.49% | and Safeguarding 17.19% 42.19% 17.19% 17.19% 6.25% 21.88% 50.00% 18.75% 4.69% | Social Care 24.14% 41.38% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.49% 5.75% | Educational Services 24.14% 34.48% 24.14% 13.79% 3.45% 27.59% 20.69% 41.38% 6.90% 3.45% | Adults, Children and Health 17.39% 39.13% 13.04% 21.74% 8.70% 17.39% 47.83% 17.39% 4.35% 13.04% 13.04% | Resources 14.29% 66.67% 9.52% 9.52% 0.00% 19.05% 42.86% 14.29% 14.29% 9.52% |
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| 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 Strongly 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 Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Strongly agree Agree Strongly disagree Strongly disagree | Overall 16.13% 43.36% 18.11% 43.36% 6.56% 6.56% 43.65% 19.73% 90.62% 11.43% 90.62% 12.396% 42.60% 13.53% 41.90% 23.96% 42.60% 13.35% 13.53% 1 | Directorate 19.71% 44.89% 17.15% 13.87% 4.38% 2.234% 43.22% 19.78% 5.49% 5.49% 16.18% 24.265% 22.35% 12.87% 16.18% 23.53% 17.38% 29.20% 39.78% 39.78% 39.78% 39.78% 39.78% 39.78% 39.78% 39.78% 39.78% 39.78% 30.88% 31.328% 31.328% 32.84% 32.84% 32.84% 32.84% 32.84% 33.88% 35.06% 32.84% 32.84% 35.06% 32.84% 35.06% 36.88% 36.96% 36.88% 36.96% 37.33% 36.96% 37.33% 38.96% | and Safeguarding 17.19% 42.19% 42.19% 62.5% 62.5% 62.5% 62.5% 63.13* 63.75% 63.75% 64.69% 62.5% | Social Care 24.14% 41.35% 41.35% 18.39% 12.64% 3.45% 26.44% 3.90,98% 17.24% 11.49% 3.5.75% 3.5.63% 22.99% 18.39% 4.609 33.33% 17.24% 1 | Educational Services 24.14% 34.48% 24.14% 13.79% 41.37% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% 41.38% | Adults, Children and Health 17.39% 39.13% 13.04% 13 | Resources 14.25% 66.67% 9.52% 9.52% 0.00% 14.29% 14.76% 28.57% 14.29% 14.29% 14.29% 14.76% 28.57% 14.29% 15.285% 16.285% 16.285% 16.285% 16.285% 16.295% 19.05% |
| 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 Strongly agree Neither agree or disagree Disagree Strongly 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 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 Strongly agree Agree Neither agree or disagree Disagree Strongly agree Agree Strongly agree Agree Strongly agree | Overall 16.11% 43.36% 18.11% 43.36% 6.56% 6.56% 6.56% 19.73% 43.65% 43.65% 19.73% 11.43% 90.62% 11.43% 11. | Directorate 19.71% 44.89% 17.15% 4.38% 4.38% 4.3.22% 43.22% 9.16% 5.49% 42.65% 12.87% 42.65% 12.87% 47.80% 39.78% 30.88% 30.88% 30.88% 31.32% 31.32% 31.32% 31.32% 32.84% 32.84% 32.84% 32.84% 32.84% 32.84% 33.85% 33.85% 34.87% 35.06% 38.75% 36.64% 38.75% | and Safeguarding 17.19% 42.19% 42.19% 62.5% 62.5% 50.00% 4.69% 4.69% 4.69% 4.69% 52.38% 53.13% 54.69% 53.13% 54.69% 55.00% 55.50% 55.00% 55.50% 55.00% 55.50 | Social Care 24.14% 41.35% 41.35% 18.39% 12.64% 3.45% 26.44% 39.08% 17.24% 11.45% 5.75% 35.63% 22.99% 13.37% 6.90 33.33% 28.74% 13.79% 6.90% 31.03% 35.63% 21.28% 21.24% 22.95% 23.35% 23.15% | Educational Services 24.14% 34.48% 24.14% 13.79% 24.13% 27.59% 41.38% 6.90% 3.45% 14.29% 35.71% 35.71% 35.71% 35.71% 35.71% 36.20% 6.90% 6.90% 6.90% 7.14% 7.24% 1 | Adults, Children and Health as a special | Resources 14.29% 66.67% 9.52% 0.00% 19.05% 42.86% 14.29% |

Colour key
Most positive result
Most negative result

| | | | Council | Adult, Children and Health | Health, Early Help | Health and Adult | Schools and Educational | Commissioning Adults, Children | Human |
|--------------------|--|--|--|--|--|--|--|--|--|
| | | Strongly agree | Overall 5.91% | Directorate 9.26% | and Safeguarding 3.17% | Social Care 12.64% | Services 10.71% | and Health 17.39% | Resources 9.52% |
| | | Agree Neither agree or disagree | 30.07% 34.80% | 30.74% 29.63% | 24.40% 31.75% | 25.29% 26.44% | 32.14% 46.43% | 21.74% | 52.38% 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% | | 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% |
| | I have confidence in the leadership skills of | Neither agree or disagree Disagree | 47.83% 4.35% | 42.96% 23.33% | 50.79% 20.63% | 34.48% | 64.29% 17.86% | | 47.62% 23.81% |
| | members | Strongly disagree | 8.70% | 11.48% | 11.11% | 14.94% | 7.14% | 8.70% | 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% | | 28.57% 38.10% |
| | The senior leadershp team are visible and | Neither agree or disagree Disagree | 8.70% 8.70% | 23.33% 24.81% | 26.98% 30.16% | 27.29% 25.29% | 39.29% 17.86% | 8.70% | 14.29% 19.05% |
| | approachable | Strongly disagree Strongly agree | 13.04% | 12.59% 4.46% | 11.11% | 19.54% 4.60% | 3.57% 7.14% | 13.04% 13.64% | 0.00% 4.76% |
| The leadership | | Agree Neither agree or disagree | 27.27% 27.27% | 13.75% 33.83% | 14.29% 38.10% | 10.34% 33.33% | 10.71% 42.86% | 27.27% 27.27% | 19.05% 38.10% |
| | Members are visible and approachable | Disagree Strongly disagree | 18.18% 13.64% | 29.00% 18.96% | 30.16% 17.46% | 28.94% 22.99% | 25.00% 14.29% | 18.18% 13.64% | 28.57% 9.52% |
| | | Strongly agree Agree | 13.04% 30.43% | 6.30% 23.70% | 6.35% 20.63% | 4.60% 18.39% | 7.14% 14.29% | | 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% | 64.29% | 39.13% | 28.57% 19.05% |
| | that I believe in | Strongly disagree | 13.04% | 11.48% | 7.94% | 18.39% 20.69% | 0.00% | 13.04% | 0.00% |
| | | Strongly agree Agree | 13.04% 34.78% | 7.14% 21.43% | 3.23% 24.19% | 8.14% 17.44% | 7.14% 29.63% | 13.04% 34.78% | 19.05% 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% | 8.70% | 23.81% 33.33% |
| | exhibit the CREATE values | Strongly disagree Strongly agree | 13.04% 13.04% | 11.65% 5.28% | 8.06% 3.23% | 17.44% 5.88% | 0.00% 3.70% | 13.04% 13.04% | 0.00% 9.52% |
| | | Agree Neither agree or disagree | 26.09% 43.48% | 12.08% 56.60% | 12.90% 59.68% | 11.76% 50.59% | 3.70% 88.89% | 26.09% 43.48% | 9.52% 47.62% |
| | Members consistently exhibit the CREATE values when I directly interact with them | Disagree Strongly disagree | 8.70% 8.70% | 13.96% 12.08% | 14.52% 9.68% | 12.94% 18.82% | 0.00% 3.70% | 8.70% 8.70% | 28.57% 4.76% |
| | , | | Council | Adult, Children and Health | Health, Early Help | Health and Adult | Schools and Educational | Commissioning Adults, Children | Human |
| | | Strongly 2g | Overall | Directorate | and Safeguarding | Social Care | Services 3.85% | and Health | Resources |
| | | Strongly agree Agree | 3.43% 19.38% | 6.74% 20.97% | 1.61% 22.58% | 4.60% 18.39% | 15.38% | | 19.05% 33.33% |
| | I am happy with the direction the council is | Neither agree or disagree Disagree | 39.11% 26.42% | 39.70% 23.97% | 41.94% 29.03% | 34.48% 26.44% | 61.54% 19.23% | 13.04% | 28.57% 19.05% |
| | going in | Strongly disagree Strongly agree | 11.66% 2.74% | 8.61% 3.73% | 4.84% 0.00% | 16.09% 2.30% | 0.00% 3.85% | 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 budget concers | Disagree Strongly disagree | 31.68% 18.84% | 33.21% 15.67% | 34.92% 12.70% | 27.59% 25.29% | 50.00% 3.85% | 13.04% 17.39% | 33.33% 4.76% |
| | | Strongly agree Agree | 3.95% 41.34% | 4.85% 44.03% | 3.17% 41.27% | 4.60% 40.23% | 0.00% 50.00% | 8.70% | 23.81% 42.86% |
| | | Neither agree or disagree | 32.42% | 32.09% | 34.92% | 32.18% | 34.62% | 21.74% | 23.81% |
| The council | 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% | 16.09% 6.90% | 15.38% 0.00% | 21.74% 4.35% | 9.52% 0.00% |
| | | Strongly agree Agree | 10.10% 37.67% | 13.06% 35.82% | 9.52% 31.75% | 17.24% 39.08% | 3.85% 42.31% | 17.39% 56.52% | 19.05% 38.10% |
| | | Neither agree or disagree Disagree | 34.93% 12.50% | 37.31% 10.45% | 50.79% 3.17% | 27.59% 11.49% | 50.00% 3.85% | 21.74% 4.35% | 33.33% 4.76% |
| | I feel proud to work for the council | Strongly disagree Strongly agree | 4.79% | 3.36% 6.72% | 4.76% 1.59% | 4.60% 4.60% | 0.00% 7.69% | 0.00% | 4.76% 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% | | 23.81% 19.05% |
| | The council considers the views of me and my colleagues | Disagree Strongly disagree | 29.11% | 26.49% 13.43% | 26.98% 15.87% | 21.84% 18.39% | 26.92% | 17.39% | 19.05% 4.76% |
| | my coneagues | Strongly agree | 11.45% | | | 14.94% | 19.23% | 13.04% | 47.62% |
| 1 | | | | 13.81% | 3.17% | | | | 28.57% |
| | | Agree Neither agree or disagree | 45.98% 32.48% | 46.64% 30.97% | 44.44% 42.86% | 52.87% 25.29% | 50.00% 30.77% | | 19.05% |
| | The people I work with exhibit the CREATE values on a regular basis | Agree | 45.98% | 46.64% 30.97% 5.97% 2.61% | 44.44% | 52.87% | 30.77% 0.00% 0.00% | 4.35% | |
| | | Agree Neither agree or disagree Disagree | 45.98% 32.48% 7.69% 2.39% | 46.64% 30.97% 5.97% 2.61% Adult, Children and Health | 44.44% 42.86% 6.35% 3.17% Health, Early Help | 52.87% 25.29% 4.60% 2.30% Health and Adult | 30.77% 0.00% 0.00% Schools and Educational | 4.35% Commissioning Adults, Children | 19.05% 4.76% 0.00% Human |
| | | Agree Neither agree or disagree Disagree Strongly disagree | 45.98% 32.48% 7.69% 2.39% | 46.64% 30.97% 5.97% 2.61% Adult, Children | 44.44% 42.86% 6.35% 3.17% | 52.87% 25.29% 4.60% 2.30% | 30.77% 0.00% 0.00% Schools and | 4.35% Commissioning | 19.05% 4.76% 0.00% |
| | | Agree Neither agree or disagree Disagree | 45.98% 32.48% 7.69% 2.39% Council Overall | 46.64% 30.97% 5.97% 2.61% Adult, Children and Health Directorate | 44.44% 42.86% 6.35% 3.17% Health, Early Help and Safeguarding | 52.87% 25.29% 4.60% 2.30% Health and Adult Social Care | 30.77% 0.00% 0.00% Schools and Educational Services | 4.35% Commissioning Adults, Children and Health | 19.05% 4.76% 0.00% Human |
| | values on a regular basis The council provides a great service to our | Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Disagree Disagree | 45.98% 32.48% 7.69% 2.39% Council Overall 42.41% 33.16% 12.22% | 46.64% 30.97% 5.97% 2.61% Adult, Children and Health Directorate 10.69% 36.26% 37.40% 12.98% | 44.44% 42.86% 6.35% 3.17% Health, Early Help and Safeguarding 1.64% 40.98% 50.82% 4.92% | 52.87% 25.29% 4.60% 2.30% Health and Adult Social Care 15.29% 34.12% | 30.77% 0.00% 0.00% Schools and Educational Services 3.85% 34.62% 53.85% 7.69% | 4.35% Commissioning Adults, Children and Health 13.04% 39.13% 34.78% 8.70% | 19.05% 4.76% 0.00% Human Resources 23.81% 38.10% 28.57% 9.52% |
| | values on a regular basis | Agree Disagree Strongly disagree Strongly dagree Strongly agree Agree Disagree Strongly dagree Strongly dagree Strongly dagree Strongly dagree Strongly disagree Strongly disagree Strongly dagree | 45.98% 32.48% 7.69% Council Overall 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% | 46.64% 30.97% 5.97% 2.61% Adult, Children and Health Directorate 10.69% 36.26% 37.40% 12.98% 2.67% | 44.44% 42.86% 6.35% 3.17% Health, Early Help and Safeguarding 1.64% 40.98% 50.82% 4.92% 1.64% 1.64% | 52.87% 25.29% 4.60% 2.30% Health and Adult Social Care 15.29% 34.12% 28.24% 17.55% 4.71% 11.76% | 30.77% 0.00% 0.00% Schools and Educational Services 34.62% 53.85% 7.69% 0.00% | 4.35% Commissioning Adults, Children and Health 13.04% 39.13% 34.78% 8.70% 4.35% 13.04% | 19.05% 4.76% 0.00% Human Resources 23.81% 38.10% 28.57% |
| | values on a regular basis The council provides a great service to our residents The council is a proactive organisation, | Agree Disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Strongly agree Agree Strongly agree Agree Magree | 45.98% 32.48% 7.69% 2.39% Council Overall 9.08% 42.41% 33.16% 5.59% 34.79% 33.04% | 46,64% 30.97% 5.97% 2.61% Adult, Children 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% | 44.44% 42.86% 6.35% 3.17% Health, Early Help and Safeguarding 1.64% 40.98% 50.82% 1.64% 1.64% 39.34% 40.95% | 52.87% 25.29% 4.60% 2.30% Health and Adult Social Care 15.29% 34.12% 28.24% 17.65% 4.71% 11.76% 28.24% 28.28.24% | 30.77% 0.00% 0.00% Schools and Educational Services 3.85% 34.62% 53.85% 0.00% 3.85% 7.69% 0.75% | 4.35% Commissioning Adults, Children and Health 13.04% 39.13% 8.70% 4.35% 13.04% 30.43% 30.43% | 19.05% 4.76% 0.00% Human Resources 23.81% 28.57% 9.52% 0.00% 23.81% 38.10% 28.57% |
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| 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 | Agree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Strongly agree Disagree Strongly agree Agree Disagree Strongly disagree Strongly disagree 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 agree Strongly disagree | 45,98% 22.48% 7.69% 2.39% Council Overall 9.08% 42.41% 33.16% 5.59% 33.04% 8.57% 33.04% 8.57% 35.06% 8.73% 35.06% 8.73% 36.07% 36.07% 36.07% 37.08% 38.07% | 46.64% 30.97% 2.51% Adult, Children and Health Directorate 10.69% 36.26% 37.40% 12.98% 2.67% 7.98% 34.60% 33.84% 15.97% 7.60% 33.82% 2.176% 36.12% 36.12% 36.12% 37.98% 36.12% 36.12% 36.12% 37.98% 36.12% 36.12% 36.12% 37.98% 36.12% 36.12% 37.98% 36.12% 37.98% 36.12% 37.98% 36.12% 37.98% 37 | 44.44% 42.85% 6.35% 6.35% 3.17% Health, Early Help and Safeguarding 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92% 1.64% 4.92 | 52.87% 25.29% 4.60% 2.30% Health and Adult Social Care 15.29% 34.12% 34.12% 36.24% 37.65% 30.59% 30. | 30.77% 0.00% 5.chools and Educational Services 34.62% 34.62% 0.00% | 4.35% Commissioning Adults, Children and Health 39.13% 39.13% 8.70% 4.35% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 13.04% 14.35% 17.39% 18.70% 19.31 | 19.05% 4.76% 1.05% 1.00% Human Resources 28.57% 9.52% 0.00% 38.10% 28.57% 9.52% 0.00% 38.10% 28.57% 9.52% 1.05% 28.57% 19.05% 14.29% 19.05% 23.81% 2 |

| Calm - 1 2 3 4 4 5 6 7 8 8 9 How do you feel at work (Calm - Stressed) Enthussias 2 2 2 | 4 7 6 6 6 6 6 6 6 6 6 | 2.27% 1.02% 7.17% 5.29% 0.84% 0.49% 5.26% 2.55% 8.46% 5.64% | Directorate 2.67% 4.58% 9.16% 5.34% 10.69% 9.54% 18.32% 18.70% 14.12% 6.87% Adult, Children and Health | Health, Early Help and Safeguarding 1.64% 8.20% 8.20% 14.75% 16.39% 13.11% 9.84% Health, Early Help and Safeguarding 3.28% | Health and Adult Social Care 4.71% 9.41% 7.06% 5.88% 11.76% 10.59% 14.12% 7.06% Health and Adult Social Care 4.71% | Educational Services 0.00% 0.00% 7.69% 3.85% 11.54% 7.69% 19.23% 42.31% 7.09% Schools and Educational Services 7.69% | Commissioning Adults, Children and Health 0.00% 4.55% 13.64% 4.55% 13.64% 4.55% (18.18%) 9.09% Commissioning Adults, Children and Health | Human Resources 4.76% 0.00% 14.29% 4.76% 9.52% 4.76% 38.10% 14.29% 0.00% Human Resources 23.81% |
|--|--|--|---|---|--|---|---|--|
| 2 3 4 5 6 7 8 8 9 How do you feel at work (Calm - Stressed - | Overall | 1.02% 7.17% 6.29% 0.84% 0.49% 6.26% 2.55% 8.46% 6.64% | Directorate 2.67% 4.58% 9.16% 5.34% 10.69% 1.8.2% 18.170% 14.12% Adult, Children and Health Directorate 12.60% | and Safeguarding 1.64% 3.28% 8.20% 1.64% 1.475% 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | Social Care 4.71% 9.41% 7.06% 5.88% 11.76% 10.59% 14.12% 7.06% 14.12% 7.06% Health and Adult Social Care | Services 0.00% 0.00% 7.69% 3.85% 11.54% 7.69% 42.31% 7.69% 65.000S Schools and Educational Services 7.69% | and Health 0.00% 4.55% 13.64% 4.55% 13.64% 4.55% 13.64% 20.73% 9.09% 9.09% Commissioning Adults, Children and Health 31.82% | Resources 4.76% 0.00% 14.29% 4.76% 9.52% 4.76% 38.10% 14.29% 9.52% 0.00% Human Resources |
| 2 3 4 5 6 7 8 8 9 How do you feel at work (Calm - Stressed) Stressed | 2 4 7 6 10 10 10 10 10 10 10 10 10 10 10 10 10 | 1.02% 7.17% 6.29% 0.84% 0.49% 6.26% 2.55% 8.46% 6.64% | 2.67% 4.58% 9.16% 5.34% 10.69% 13.32% 18.70% 14.12% 6.83% Adult, Children and Health Directorate 12.60% | 1.64% 3.28% 8.20% 1.64% 14.75% 14.75% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 4.71% 9.41% 7.06% 5.88% 11.76% 10.59% 14.12% 7.06% 7.06% 4.71% Health and Adult Social Care 4.71% | 0.00% 0.00% 0.00% 7.69% 3.85% 11.54% 7.69% 19.23% 42.31% 7.69% 0.00% Schools and Educational Services 7.69% | 0.00% 4.55% 13.64% 4.55% 13.64% 4.55% 18.18% 22.73% 9.09% Commissioning Adults, Children and Health | 4.76% 0.00% 14.29% 4.76% 9.52% 4.76% 38.10% 14.29% 9.52% 0.00% Human Resources |
| 2 3 4 5 6 7 8 8 9 How do you feel at work (Calm - Stressed) Stressed | 4 7 6 6 6 6 6 6 6 6 6 | 1.02% 7.17% 6.29% 0.84% 0.49% 6.26% 2.55% 8.46% 6.64% | 4.58% 9.16% 5.34% 10.69% 9.54% 18.32% 18.70% 14.12% 6.87% Adult, Children and Health Directorate | 3.28% 8.20% 1.64% 14.75% 14.75% 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 9.41% 7.06% 5.88% 11.76% 10.59% 14.12% 15.29% 14.12% 7.06% Health and Adult Social Care 4.71% | 0.00% 7.69% 3.85% 11.54% 7.69% 19.23% 42.31% 7.69% Schools and Educational Educational Educational F.69% | 4.55% 13.64% 4.55% 13.64% 4.55% 13.818% 22.73% 9.09% Commissioning Adults, Children and Health 31.82% | 0.00% 14.29% 4.76% 9.52% 4.76% 38.10% 14.29% 9.52% 0.00% Human Resources |
| How do you feel at work (Calm - Stressed) Stressed - | 7 6 10 11 11 11 12 12 13 10 6 Council | 7.17% 5.29% 0.84% 0.49% 5.26% 2.55% 8.46% 5.64% | 9.16% 5.34% 10.69% 9.54% 18.32% 18.70% 14.12% 6.87% Adult, Children and Health Directorate | 8.20% 1.64% 14.75% 14.75% 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 7.06% 5.88% 11.76% 10.59% 14.12% 15.29% 14.127 7.06% Health and Adult Social Care 4.71% | 7.69% 3.85% 11.54% 7.69% 19.23% 42.31% 7.69% 0.00% Schools and Educational Services 7.69% | 13.64% 4.55% 13.64% 4.55% 18.18% 22.73% 9.09% 9.09% Commissioning Adults, Children and Health | 14.29% 4.76% 9.52% 4.76% 38.10% 14.29% 0.00% Human Resources |
| How do you feel at work (Calm - Stressed) Stressed - | 6 110 160 110 110 110 110 110 110 110 11 | 5.29% 0.84% 0.49% 5.26% 2.55% 8.46% 6.64% | 5.34% 10.69% 9.54% 18.32% 18.70% 14.12% 6.87% Adult, Children and Health Directorate | 1.64% 14.75% 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 5.88% 11.76% 10.59% 14.12% 15.29% 14.12% 7.06% Health and Adult Social Care | 3.85% 11.54% 7.69% 19.23% 42.31% 7.69% Schools and Educational Educational Services | 4.55% 13.64% 4.55% 18.18% 22.73% 9.09% Commissioning Adults, Children and Health | 4.76% 9.52% 4.76% 38.10% 14.29% 9.52% 0.00% Human Resources 23.81% |
| How do you feel at work (Calm - Stressed) Stressed - | 10 10 10 10 10 10 10 10 10 10 10 10 10 1 | 0.84% 0.49% 6.26% 2.55% 8.46% 6.64% | 10.69% 9.54% 18.32% 18.70% 14.12% 6.87% Adult, Children and Health Directorate | 14.75% 14.75% 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 11.76% 10.59% 14.12% 15.29% 14.12% 7.06% Health and Adult Social Care | 11.54% 7.69% 19.23% 42.31% 7.69% 0.00% Schools and Educational Services 7.69% | 13.64% 4.55% 18.18% 22.73% 9.09% 9.09% Commissioning Adults, Children and Health | 9.52% 4.76% 38.10% 14.29% 9.52% 0.00% Human Resources |
| How do you feel at work (Calm - Stressed) Stressed - | 10 10 10 10 10 10 10 10 10 10 10 10 10 1 | 0.49% 6.26% 2.55% 8.46% 6.64% | 9.54% 18.32% 18.70% 14.12% 6.87% Adult, Children and Health Directorate | 14.75% 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 10.59% 14.12% 15.29% 14.12% 7.06% Health and Adult Social Care 4.71% | 7.69% 19.23% 42.31% 7.69% 0.00% Schools and Educational Services | 4.55% 18.18% 22.73% 9.09% 9.09% Commissioning Adults, Children and Health 31.82% | 4.76% 38.10% 14.29% 9.52% 0.00% Human Resources 23.81% |
| How do you feel at work (Calm - Stressed) Stressed - | 16 22 13 10 6 Council stic - 1 9 | 5.26% 2.55% 3.46% 5.64% | 18.32% 18.70% 14.12% 6.87% Adult, Children and Health Directorate 12.60% | 16.39% 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 14.12% 15.29% 14.12% 7.06% Health and Adult Social Care 4.71% | 19.23% 42.31% 7.69% 0.00% Schools and Educational Services 7.69% | 18.18% 22.73% 9.09% 9.09% Commissioning Adults, Children and Health 31.82% | 38.10% 14.29% 9.52% 0.00% Human Resources |
| How do you feel at work (Calm - Stressed) Stressed - | 22 13 10 6 Council | 2.55% 3.46% 5.64% 9.95% | 18.70% 14.12% 6.87% Adult, Children and Health Directorate 12.60% | 13.11% 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 15.29% 14.12% 7.06% Health and Adult Social Care 4.71% | 42.31% 7.69% 0.00% Schools and Educational Services 7.69% | 22.73% 9.09% 9.09% Commissioning Adults, Children and Health 31.82% | 14.29% 9.52% 0.00% Human Resources |
| How do you feel at work (Calm - Stressed) Stressed - | 13 10 6 Council stic - 1 9 | 9.95% | 14.12% 6.87% Adult, Children and Health Directorate 12.60% | 16.39% 9.84% Health, Early Help and Safeguarding 3.28% | 14.12% 7.06% Health and Adult Social Care 4.71% | 7.69% 0.00% Schools and Educational Services 7.69% | 9.09% 9.09% Commissioning Adults, Children and Health 31.82% | 9.52% 0.00% Human Resources |
| | 10 6 Council stic - 1 9 | 9.95% | 6.87% Adult, Children and Health Directorate 12.60% | 9.84% Health, Early Help and Safeguarding 3.28% | 7.06% Health and Adult Social Care 4.71% | 0.00% Schools and Educational Services 7.69% | 9.09% Commissioning Adults, Children and Health 31.82% | 0.00% Human Resources 23.81% |
| | Council stic - 1 | 9.95% | Adult, Children and Health Directorate 12.60% | Health, Early Help and Safeguarding 3.28% | Health and Adult Social Care 4.71% | Schools and Educational Services 7.69% | Commissioning Adults, Children and Health 31.82% | Human Resources 23.81% |
| Enthuasias 2 | stic - 1 9 | 9.95% | and Health Directorate 12.60% | and Safeguarding 3.28% | Social Care 4.71% | Educational Services 7.69% | Adults, Children and Health 31.82% | Resources 23.81% |
| Enthuasias 2 | stic - 1 9 | | Directorate 12.60% | and Safeguarding 3.28% | Social Care 4.71% | Services 7.69% | and Health 31.82% | Resources 23.81% |
| Enthuasias 2 | stic - 1 9 | | 12.60% | 3.28% | 4.71% | 7.69% | 31.82% | 23.81% |
| Enthuasia: | | | | | | | | |
| 2 | 15 | 79% | 10.020/ | 19 02% | 0.440/ | | 0.000/ | 00.040/ |
| 2 | | | 10.03% | | 9.41% | 15.38% | 9.09% | 23.81% |
| 3 | 17 | 7.02% | 15.65% | 18.03% | 7.06% | 15.38% | 13.64% | 9.52% |
| 4 | 11 | 1.05% | 11.07% | 11.48% | 5.88% | 7.69% | 9.09% | 19.05% |
| 5 | 18 | 3.07% | 19.08% | 21.31% | 11.76% | 26.92% | 9.09% | 19.05% |
| 6 | 8 | 3.60% | 8.02% | 4.92% | 10.59% | 15.38% | 4.55% | 0.00% |
| 7 | g | 9.82% | 9.92% | 14.75% | 14.12% | 11.54% | 0.00% | 4.76% |
| 8 | 4 | 1.21% | 1.53% | 0.00% | 15.29% | 0.00% | 4.55% | 0.00% |
| How do you feel at work (Enthuastic - 9 | 3 | 3.51% | 4.20% | 4.92% | 14.12% | 0.00% | 18.18% | 0.00% |
| Bored - 10 | . 2 | 2.28% | 1.91% | 3.28% | 7.06% | 0.00% | 0.00% | 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 |
| Satisfied - | 1 4 | 1.92% | 5.34% | 0.00% | 15.29% | 3.85% | 13.64% | 9.52% |
| 2 | 9 | 9.67% | 10.69% | 8.20% | 14.12% | 0.00% | 9.09% | 9.52% |
| 3 | 12 | 2.83% | 11.45% | 13.11% | 16.47% | 11.54% | 13.64% | 19.05% |
| 4 | 8 | 3.44% | 9.54% | 8.20% | 12.94% | 15.38% | 9.09% | 19.05% |
| 5 | 18 | 3.80% | 19.47% | 26.23% | 18.82% | 30.77% | 9.09% | 19.05% |
| 6 | 10 | 0.02% | 10.31% | 6.56% | 5.88% | 23.08% | 9.09% | 0.00% |
| 7 | 13 | 3.01% | 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% | | 4.71% | 0.00% | 4.55% | 4.76% |
| Unsatisfied) Unsatisfied | d - 10 5 | .45% | 4.58% | 4.92% | 2.35% | 0.00% | 0.00% | 0.00% |

Operations and Customer Services

| | | | | Operations | | Libraries, | Revenue | Information | Community | |
|-----------------------------|---|---|--|--|---|---|---|--|--|--|
| | | | Council | and Customer Directorate | Customer Services | Arts and Heritage | and Benefits | Technology Services | Protection and Enforcement | Highways and Transport |
| All about you | | Strongly agree | 10.11% | 10.65% | 5.26% | 7.89% | 16.67% | 6.25% | 10.00% | 15.15% |
| | I am happy with the balance between my work and | Agree | 43.18% | 44.44% | 44.74% | 47.37% | 50.00% | 31.25% | 36.67% | 45.459 |
| | home life | Neither agree or disagree | 17.82% | 19.44% | 23.68% | 15.79% | 5.56% | 18.75% | 30.00% | 18.189 |
| | | Disagree Strongly disagree | 24.24% 4.65% | 22.22% 3.24% | 23.68% | 26.32% | 16.67% 11.11% | 43.75% 0.00% | 23.33% | 18.189 |
| | | Strongly agree | 11.98% | 9.26% | 10.53% | 13.16% | 11.11% | 12.50% | 10.00% | 9.099 |
| | L | Agree | 50.64% | 48.15% | 34.21% | 71.05% | 50.00% | 37.50% | 60.00% | 36.369 |
| | My work gives me a sense of personal achievement | Neither agree or disagree Disagree | 17.73% 14.86% | 20.83% | 31.58% 13.16% | 10.53% 2.63% | 22.22% 16.67% | 12.50% | 16.67% 13.33% | 30.309 18.189 |
| | | Strongly disagree | 4.79% | 5.56% | 10.53% | 2.63% | 0.00% | 12.50% | 0.00% | 6.069 |
| | | Strongly agree | 6.60% | 6.07% | 5.26% | 13.16% | 5.56% | 0.00% | 3.45% | 9.389 |
| | I am under the correct amount of pressure to preform | Agree | 37.04% 21.10% | 37.38% 21.96% | 26.32% | 36.84% 15.79% | 50.00% 5.56% | 43.75% 31.25% | 41.38% 17.24% | 31.259 25.009 |
| | well in my role | Neither agree or disagree Disagree | 25.76% | 21.96% | 23.68% | 31.58% | 33,33% | 18.75% | 27.59% | 15.639 |
| | | Strongly disagree | 9.50% | 9.81% | 15.79% | 2.63% | 5.56% | 6.25% | 10.34% | 18.75% |
| | | Strongly agree | 13.50% | 10.28% | 7.89% | 13.16% | 16.67% | 18.75% | 10.34% | 12.129 |
| | The experience I gain from this job is valuable for my | Agree Neither agree or disagree | 42.12% 29.90% | 37.85% 33.18% | 47.37% 28.95% | 52.63% 31.58% | 44.44% 27.78% | 31.25% 25.00% | 20.69% 48.28% | 24.249 30.309 |
| | future | Disagree | 11.25% | 14.96% | 7.89% | 2.63% | 11.11% | 18.75% | 17.24% | 27.279 |
| | | Strongly disagree | 3.23% | 3.74% | 7.89% | 0.00% | 0.00% | 6.25% | 3.45% | 6.069 |
| | | Strongly agree Agree | 16.88% 35.69% | 16.36% 36.92% | 10.53% 39.47% | 10.53% 50.00% | 33.33% 38.89% | 18.75% 37.50% | 31.03% 17.24% | 12.129 33.339 |
| | I would be happy to still be working at the council in 12 months' time | Neither agree or disagree | 28.14% | 29.44% | 34.21% | 26.32% | 11.11% | 25.00% | 37.93% | 309 |
| | months unic | Disagree | 12.38% | 8.88% | 7.89% | 10.53% | 11.11% | 12.50% | 3.45% | 12.129 |
| | | Strongly disagree Strongly agree | 6.91% 4.97% | 8.41% 5.12% | 7.89% 5.26% | 2.63% | 5.56% | 6.25% | 10.34% | 3.039 |
| | I am 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 |
| | my job | Neither agree or disagree | 24.90% | 25.58% | 21.05% | 26.32% | 27.78% | 31.00% | 33.33% | 219 |
| | | Disagree Strongly disagree | 27.40% 14.36% | 25.58% 16.28% | 28.95% | 18.42% 0.00% | 27.78% 5.56% | 12.50% 25.00% | 23.33% | 33.339 21.219 |
| | t | | 24.50/0 | Operations | | Libraries, | Revenue | Information | Community | 21.21/ |
| | | | | and Customer | Customer | Arts and | and | Technology | Protection and | Highways and |
| | | | Council | Directorate | Services | Heritage | Benefits | Services | Enforcement | Transport |
| Learning and development | | Strongly agree Agree | 11.71% 39.19% | 8.02% 38.68% | 2.78% 41.67% | 8.11% 59.46% | 16.67% 38.89% | 12.50% 25.00% | 10.34% 31.03% | 9.099 |
| | | Neither agree or disagree | 29.76% | 30.66% | 27.78% | 24.32% | 33.33% | 18.75% | 41.38% | 30.30% |
| | | Disagree | 16.42% | 20.28% | 19.44% | 8.11% | 11.11% | 43.75% | 17.24% | 24.24% |
| | My job is good for my own personal growth | Strongly disagree Strongly agree | 29.02% 6.33% | 2.36% 4.72% | 8.33% 0.00% | 0.00% | 0.00% | 0.00% 12.50% | 0.00% 6.90% | 6.06% 9.09% |
| | | Agree | 37.82% | 4.72% 39.15% | 22.22% | 64.86% | 55.56% | 31.25% | 24.14% | 27.27% |
| | | Neither agree or disagree | 21.43% | 18.87% | 22.22% | 16.22% | 22.22% | 25.00% | 27.59% | 21.21% |
| | I believe that the Council makes effective use of my personal skills and strenghts | Disagree Strongly disagree | 26.46% 7.95% | 28.87% 8.49% | 41.67% 13.89% | 16.22% 2.70% | 5.56% 5.56% | 18.75% 12.50% | 31.03% 10.34% | 30.30% |
| | personal skills and strengitts | Strongly agree | 9.27% | 9.48% | 8.33% | 13.89% | 16.67% | 0.00% | 13.79% | 12.12% |
| | | Agree | 44.23% | 38.39% | 50.00% | 47.22% | 55.56% | 25.00% | 20.69% | 36.36% |
| | | Neither agree or disagree | 26.34% | 27.96% | 22.22% | 36.11% | 27.78% | 37.50% | 31.03% | 21.21% |
| | The training that I receive is of benefit to me in my job | Disagree Strongly disagree | 13.50% 6.67% | 14.69% 9.48% | 8.33% 11.11% | 2.78% | 0.00% | 12.50% 25.00% | 24.14% 10.34% | 15.15% 15.15% |
| | 9 | Strongly agree | 28.73% | | 31.43% | 27.03% | 27.78% | 43.75% | 34.48% | 18.18% |
| | | A | 50.16% | 52.61% | 45.71% | 64.86% 8.11% | 61.11% | 27.50% 18.75% | 44.83% 17.24% | 48.48% |
| | | Agree | | | | | 11.11% | | | 18.18% |
| | I haliave that I make a valuable contribution to the | Neither agree or disagree | 14.94% | | 20.00% | | 0.00% | | | 12 12% |
| | I believe that I make a valuable contribution to the success of the Council | | | 15.17% 3.32% 1.42% | 20.00% 0.00% 2.86% | 0.00% | 0.00% | 0.00% | 3.45% 0.00% | 12.12% 3.03% |
| | | Neither agree or disagree Disagree | 14.94% 3.90% | 3.32% 1.42% Operations | 0.00% 2.86% | 0.00% 0.00% Libraries, | 0.00% Revenue | 0.00% 0.00% Information | 3.45% 0.00% Community | 3.03% |
| | | Neither agree or disagree Disagree | 14.94% 3.90% 2.27% | 3.32% 1.42% Operations and Customer | 0.00% | 0.00% 0.00% Libraries, Arts and | 0.00% | 0.00% 0.00% Information Technology | 3.45% 0.00% Community Protection and | 3.03% Highways and |
| My manager | | Neither agree or disagree Disagree Strongly disagree | 14.94% 3.90% | 3.32% 1.42% Operations | 0.00% 2.86% Customer | 0.00% 0.00% Libraries, | 0.00% Revenue and | 0.00% 0.00% Information | 3.45% 0.00% Community | 3.03% |
| My manager | | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree | 14.94% 3.90% 2.27% Council 16.11% 43.36% | 3.32% 1.42% Operations and Customer Directorate 13.94% 40.87% | 0.00% 2.86% Customer Services 5.88% 26.47% | 0.00% 0.00% Libraries, Arts and Heritage 25.00% 44.44% | 0.00% Revenue and Benefits 11.76% 64.71% | 0.00% 0.00% Information Technology Services 18.75% 31.25% | 3.45% 0.00% Community Protection and Enforcement 10.34% 44.83% | Highways and Transport 15.10% 30.30% |
| My manager | success of the Council | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree | 14.94% 3.90% 2.27% Council 16.11% 43.36% 18.11% | 3.32% 1.42% Operations and Customer Directorate 13.94% 40.87% 21.15% | 0.00% 2.86% Customer Services 5.88% 26.47% 11.76% | 0.00% 0.00% Libraries, Arts and Heritage 25.00% 44.44% 19.44% | 0.00% Revenue and Benefits 11.76% 64.71% 11.76% | 0.00% 0.00% Information Technology Services 18.75% 31.25% 31.25% | 3.45% 0.00% Community Protection and Enforcement 10.34% 44.83% 31.03% | 3.039 Highways and Transport 15.109 30.309 27.279 |
| My manager | success of the Council I receive regular feedback from my line manager | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree or disagree Disagree | 14.94% 3.90% 2.27% Council 16.11% 43.36% | 3.32% 1.42% Operations and Customer Directorate 13.94% 40.87% | 0.00% 2.86% Customer Services 5.88% 26.47% | 0.00% 0.00% Libraries, Arts and Heritage 25.00% 44.44% | 0.00% Revenue and Benefits 11.76% 64.71% | 0.00% 0.00% Information Technology Services 18.75% 31.25% | 3.45% 0.00% Community Protection and Enforcement 10.34% 44.83% | 3.039 Highways and Transport 15.109 30.309 27.279 15.159 |
| My manager | success of the Council | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Disagree Disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree | 14.94% 3.90% 2.27% Council 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% | 3.32% 1.42% Operations and Customer Directorate 13.94% 40.87% 21.15% 17.31% 6.73% 16.02% | 0.00% 2.86% Customer Services 5.88% 26.47% 11.76% 41.188 14.71% 2.94% | 0.00% 0.00% Libraries, Arts and Heritage 25.00% 44.44% 19.44% 8.33% 2.78% 22.86% | 0.00% Revenue and Benefits 11.76% 64.71% 11.76% | 0.00% 0.00% Information Technology Services 18.75% 31.25% 18.75% 0.00% 25.00% | 3.45% 0.00% Community Protection and Enforcement 10.34% 44.83% 31.03% 10.34% 3.45% 17.86% | 3.039 Highways and Transport 15.109 30.309 27.279 15.159 12.129 18.189 |
| My manager | success of the Council I receive regular feedback from my line manager | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree | 14.94% 3.90% 2.27% Council 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% | 3.32% 1.42% Operations and Customer Directorate 13.94% 40.87% 21.15% 17.31% 6.73% 16.02% 46.60% | 0.00% 2.86% Customer Services 5.88% 26.47% 11.76% 41.18% 14.71% 2.94% 55.88% | 0.00% 0.00% Libraries, Arts and Heritage 25.00% 44.44% 19.44% 8.33% 2.78% 22.86% 51.43% | 0.00% Revenue and Benefits 11.76% 64.71% 11.76% 0.00% 23.53% 64.71% | 0.00% 0.00% Information Technology Services 18.75% 31.25% 18.75% 0.00% 25.00% 50.00% | 3.45% 0.00% Community Protection and Enforcement 10.34% 44.83% 31.03% 10.345% 17.86% 28.57% | 3,039 Highways and Transport 15,10% 30,30% 27,27% 15,15% 12,12% 18,18% 39,39% |
| My manager | I receive regular feedback from my line manager regarding my performance against my objectives | Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Agree Agree Neither agree or disagree | 14.94% 3.90% 2.27% Council 16.11% 43.36% 18.11% 15.86% 6.56% 19.73% 43.65% 19.57% | 3.32% 1.42% Operations and Customer Directorate 13.94% 40.87% 21.15% 17.31% 6.73% 16.02% | 0.00% 2.86% Customer Services 5.88% 26.47% 11.76% 41.18% 14.71% 55.88% 20.59% | 0.00% 0.00% Libraries, Arts and Heritage 25.00% 44.44% 19.44% 8.33% 2.78% 22.86% | 0.00% Revenue and Benefits 11.76% 64.71% 11.76% | 0.00% 0.00% Information Technology Services 18.75% 31.25% 18.75% 0.00% 25.00% | 3.45% 0.00% Community Protection and Enforcement 10.34% 44.83% 31.03% 10.34% 3.45% 17.86% | 3,039 Highways and Transport 15,10% 30,30% 27,279 15,15% 12,12% 18,18% 39,39% 18,18% |
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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% | 9.389 |
| | 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% 15.15% | 19.44% 8.33% | 41.18% 5.88% | 25.00% 37.50% | 37.93% 37.93% | 31.259 15.639 |
| | leadership team | Strongly disagree | 8.45% | 9.31% | 6.06% | 2.78% | 11.76% | 25.00% 0.00% | 0.00% | 9.389 |
| | | 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% | 0.009 18.759 |
| | | 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% | 21.889 31.259 |
| | I have confidence in the leadership skills of members | Strongly disagree Strongly agree | 8.70% 17.39% | 21.18% 3.92% | | 2.86% 19.44% | 11.76% 5.88% | 43.75% 6.25% | 20.69% 3.45% | 28.139 6.259 |
| | | Agree Neither agree or disagree | 52.17% 8.70% | 25.98% 31.37% | 27.27% | 41.67% 33.33% | 17.65% 52.94% | 12.50% 25.00% | 20.69% 31.03% | 34.389 21.889 |
| | The senior leadershp team are visible and | Disagree | 8.70% | 25.00% | 33.33% | 5.56% | 17.65% | 25.00% | 34.48% | 25.009 |
| | approachable | Strongly disagree Strongly agree | 13.04% 13.64% | 13.73% | 9.09% | 0.00% 36.11% | 5.88% 0.00% | 0.00% | 10.34% 3.45% | 12.509 3.139 |
| | | Agree Neither agree or disagree | 27.27% 27.27% | 11.76% 32.35% | 9.09% 27.27% | 33.33% 22.22% | 11.76% 47.06% | 0.00% 25.00% | 10.34% 34.48% | 15.639 28.139 |
| | Members are visible and approachable | Disagree Strongly disagree | 18.18% 13.64% | 28.92% 25.98% | 42.42% 21.21% | 8.33% 0.00% | 29.41% 11.76% | 31.25% 43.75% | 24.14% 27.59% | 25.009 28.139 |
| | | Strongly agree Agree | 13.04% 30.43% | 1.48% 13.30% | 3.13% 12.50% | 19.44% 50.00% | 0.00% 17.65% | 0.00% 12.50% | 3.45% 10.34% | 3.139 18.759 |
| | | Neither agree or disagree | 39.13% | 46.80% | 50.00% | 22.22% | 52.94% | 25.00% | 41.38% | 43.759 |
| | The senior leadership team have a plan that I believe in | Disagree Strongly disagree | 4.35% 13.04% | 20.69% 17.73% | 25.00% 9.38% | 8.33% 0.00% | 23.53% 5.88% | 18.75% 43.75% | 17.24% 27.59% | 18.759 15.639 |
| | | Strongly agree Agree | 13.04% 34.78% | 1.96% 15.20% | 3.03% 12.12% | 36.11% 41.67% | 0.00% 23.53% | 0.00% 6.25% | 3.45% 10.34% | 3.139 25.009 |
| | The senior leadership team consistently exhibit the | Neither agree or disagree Disagree | 30.43% 8.70% | 52.45% 16.67% | 51.52% 24.24% | 16.67% 2.78% | 47.06% 23.53% | 62.50% 0.00% | 44.83% | 50.009 12.509 |
| | CREATE values | Strongly disagree | 13.04% | 13.73% | 9.09% | 2.78% | 5.88% | 31.25% | 10.34% | 9.389 |
| | | Strongly agree Agree | 13.04% 26.09% | 0.99% 7.88% | 0.00% 6.06% | 25.00% 38.89% | 0.00% 11.76% | 0.00% 0.00% | 3.57% 7.14% | 3.139 6.259 |
| | Members consistently exhibit the CREATE values when | Neither agree or disagree Disagree | 43.48% 8.70% | 52.71% 18.72% | 60.61% 18.18% | 25.00% 11.11% | 64.71% 17.65% | 50.00% 18.75% | 46.43% 21.43% | 34.389 31.259 |
| | I directly interact with them | Strongly disagree | 8.70% | 19.70% Operations and Customer | 15.15% Customer | 0.00% Libraries, Arts and | 5.88% Revenue and | 31.25% Information Technology | 21.43% Community Protection and | 25.009 Highways and |
| | | la. | Council | Directorate | Services | Heritage | Benefits | Services | Enforcement | Transport |
| The council | | Strongly agree Agree | 3.43% 19.38% | 0.50% 18.50% | 0.00% 21.88% | 2.86% 25.71% | 0.00% 17.65% | 0.00% 18.75% | 3.57% 7.14% | 0.009 18.759 |
| | | Neither agree or disagree Disagree | 39.11% 26.42% | 35.50% 31.00% | 34.38% 28.13% | 42.86% 22.86% | 58.82% 11.76% | 25.00% 31.25% | 35.71% 39.29% | 37.509 25.009 |
| | I am happy with the direction the council is going in | Strongly disagree Strongly agree | 11.66% 2.74% | 14.50% 1.50% | 15.63% 0.00% | 5.71% 0.00% | 11.76% 0.00% | 25.00% 6.25% | 14.29% 0.00% | 18.759 3.139 |
| | | Agree | 17.12% | 14.00% | 12.50% | 25.71% | 11.76% | 25.00% | 10.71% | 9.38% |
| | On most occasions the Council tries to do what is best | Neither agree or disagree Disagree | 29.62% 31.68% | 32.50% 27.50% | | 37.14% 28.57% | 47.06% 17.65% | 6.25% 12.50% | 28.57% 39.29% | 34.389 34.389 |
| | and isn't strictly governed by budget concers | Strongly disagree Strongly agree | 18.84% 3.95% | 24.50% 3.50% | 25.00% 0.00% | 8.57% 0.00% | 23.53% 0.00% | 50.00% 12.50% | 21.43% 3.57% | 18.75% 6.25% |
| | | Agree Neither agree or disagree | 41.34% 32.42% | 37.00% 33.50% | 25.00% | 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 | Disagree | 16.30% | 20.00% | | 11.43% | 11.76% | 6.25% | 25.00% | 21.889 |
| | council work well together | Strongly disagree Strongly agree | 6.00% 10.10% | 6.00% 8.00% | 9.38% 12.50% | 1.00% 11.43% | 0.00% | 12.50% 18.75% | 7.14% 10.71% | 3.139 3.139 |
| | | 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% 2.86% | 17.65% 5.88% | 18.75% 12.50% | 7.14% 3.57% | 25.00% 9.38% |
| | rees producto work for the council | Strongly agree | 4.28% | 1.99% | 0.00% | 0.00% | 0.00% | 6.25% | 3.57% | 3.139 |
| | | Agree Neither agree or disagree | 19.52% 32.36% | 18.91% 29.85% | 18.75% 21.88% | 45.71% 22.86% | 29.41% 47.06% | 0.00% 50.00% | 10.71% 32.14% | 15.639 18.759 |
| | The council considers the views of me and my colleagues | Disagree | 29.11% | 32.84% | 43.75% | 28.57% | 11.76% | 18.75% | 39.29% | 40.639 |
| | | Strongly disagree | 14.73% | 16.42% | 15.63% | 2.86% | 11.76% | 25.00% | 14.29% | 21.889 |
| | | Strongly agree | 11.45% | 9.95% | 6.25% | 8.57% | 5.88% | 6.25% | 14.29% | 9.389 |
| | The people I work with exhibit the CDEATE values on a | Strongly agree Agree Neither agree or disagree | 11.45% 45.98% 32.48% | 9.95% 46.27% 33.33% | 6.25% 40.63% | 8.57% 74.29% 14.29% | 5.88% 64.71% 17.65% | 6.25% 25.00% 62.50% | 14.29% 39.29% 39.29% | 9.389 31.259 50.009 |
| | The people I work with exhibit the CREATE values on a regular basis | Strongly agree Agree | 11.45% 45.98% | 9.95% 46.27% | 6.25% 40.63% | 8.57% 74.29% | 5.88% 64.71% | 6.25% 25.00% | 14.29% 39.29% | 9.389 31.259 50.009 6.259 |
| | | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree | 11.45% 45.98% 32.48% 7.69% 2.39% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate | 6.25% 40.63% 34.38% 15.63% 3.13% Customer Services | 8.57% 74.29% 14.29% 2.86% | 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits | 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology Services | 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement | 9.387 31.259 50.009 6.259 3.139 Highways and Transport |
| Service Excellence | | Strongly agree Agree Neither agree or disagree Disagree | 11.45% 45.98% 32.48% 7.69% 2.39% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer | 6.25% 40.63% 34.38% 15.63% 3.13% Customer | 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and | 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and | 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology | 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and | 9.387 31.259 50.009 6.259 3.139 Highways and Transport 21.889 |
| Service Excellence | | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% | 6.25% 40.63% 34.38% 15.63% 3.13% Customer Services | 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% | 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% | 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology Services 6.25% | 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% | 9.389 31.259 50.009 6.259 3.139 |
| Service Excellence | | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Strongly disagree | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 3.14% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24% 3.06% | 6.25% 40.63% 34.38% 15.63% 3.13% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00% | 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 25.71% | 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% | 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology Services 6.25% 31.25% 50.00% 12.50% 0.00% | 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 37.04% 29.63% 6.00% | 9.389 31.259 50.009 6.259 3.139 Highways and Transport 21.889 40.639 9.389 6.259 |
| Service Excellence | regular basis | 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 disagree Strongly agree Agree | 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% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% | 6.25% 40.63% 34.38% 15,63% 3.13% Customer Services 0.00% 64.52% 22.58% 12.90% 0.00% 3.23% 48.39% | 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 25.71% 2.86% 2.86% 57.14% | 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% | 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology Services 6.25% 31.25% 50.00% 12.50% 0.00% 6.25% 18.75% | 14.29% 39.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 37.04% 29.63% 25.93% 0.00% 3.70% 25.93% | 9.389 31.259 50.009 6.259 3.139 Highways and Transport 21.889 40.639 21.889 9.389 6.259 3.133 |
| Service Excellence | The council provides a great service to our residents The council is a proactive organisation, planning for | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Strongly agree Agree Strongly disagree Strongly disagree Strongly disagree Agree Neither agree or disagree Disagree Agree Neither agree or disagree Disagree | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 34.79% 34.79% 33.04% 18.01% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 30.93% 21.13% | 6.25% 40.63% 31.38% 15.63% 313% Customer Services 0.00% 64.52% 22.55% 12.90% 0.00% 3.23% 48.39% 48.39% | 8.57% 74.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 25.71% 5.714 2.86% 2.86% 2.86% 34.29% 2.86% | 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 58.82% 23.53% 11.76% 0.00% 6.25% 50.00% 31.25% | 6.25% 25.00% 6.25% 6.25% 0.00% Information Technology Services 6.25% 50.00% 12.50% 6.25% 13.125% 50.00% 6.25% 13.75% 13.75% 13.75% | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 29.63% 25.93% 0.00% 44.44% 22.22% | 9.389 31.259 50.000 6.259 3.139 Highways and Transport 40.639 21.889 9.389 6.259 3.139 |
| Service Excellence | regular basis The council provides a great service to our residents | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly agree Agree Agree Oisagree Strongly agree Agree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Strongly disagree Disagree Strongly disagree Disagree Disagree Strongly disagree | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 33.04% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 28.57% 12.24% 3.06% 3.61% 36.08% 30.93% | 6.25% 40.63% 31.38% 15.63% 313% Customer Services 0.00% 64.52% 22.55% 12.90% 0.00% 3.23% 48.39% 48.39% | 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 2.86% 2.86% 2.86% 34.29% | 5.88% 64.71% 17.65% 0.00% Revenue and Benefits 5.88% 23.53% 11.76% 0.00% 6.25% 5.0.00% 31.25% | 6.25% 25.00% 62.50% 6.25% 0.00% Information Technology Services 6.25% 31.25% 50.00% 12.50% 0.00% 6.25% 18.75% | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 2.5.33% 0.00% 3.70% 4.4.44% | 9.389 31.259 50.009 6.259 3.139 Highways and Transport 21.889 40.639 21.889 9.383 6.259 3.139 25.009 31.259 |
| Service Excellence | The council provides a great service to our residents The council is a proactive organisation, planning for | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Neither agree or disagree 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 | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 34.79% 34.79% 18.01% 8.57% 5.58% 35.06% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate 8.67% 47.45% 3.06% 3.06% 3.05% 3.61% 36.08% 3.21.33% 8.25% 4.10% | 6.25% 40.63% 31.38% 15.63% 313% Customer Services 0.00% 64.52% 62.58% 12.90% 0.00% 3.23% 48.39% 25.81% 22.58% 0.00% | 8.57% 74.29% 2.86% 2.86% 2.86% 6.00% Libraries, Arts and Heritage 8.57% 57.14% 2.86% 57.14% 2.86% 57.14% 34.29% 57.14% 34.29% 57.14% 57 | 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% 12.50% 0.00% 5.8.82% 12.50% 0.00% 5.8.82% 12.50% 0.00% 5.8.82% | 6.25% 62.50% 6.25% 6.25% 6.25% 6.25% 100% 6.25% | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 29.53% 40.00% 3.70% 44.44% 22.22% 3.70% | 9.389 31.255 50.007 6.257 3.133 Highways and Transport 21.889 9.389 40.633 21.887 9.387 5.25.00 31.255 28.133 12.507 6.255 28.133 |
| 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 | 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 agree Strongly agree Strongly agree Strongly agree Strongly agree Agree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Disagree Neither agree or disagree Disagree Disagree Disagree Disagree Disagree Disagree | 11.45% 45.98% 32.48% 7.69% 2.39% 2.39% 42.41% 33.16% 12.22% 34.79% 34.79% 33.04% 18.01% 8.57% 5.58% 35.06% 27.23% 22.286% | 9.95% 46.27% 33.33% 7.96% 7.96% Operations and Customer Directorate Directorate 8.67% 28.57% 28.57% 3.05% 3.01% 3.03% 3. | 6.25% 40.63% 15.63% 15.63% 31.38% Customer Services 0.00% 64.52% 12.90% 0.00% 48.39% 48.39% 48.39% 48.39% 125.81% 52.58% 53.33% 48.39% 52.58% 53.33% 53.33% | 8.57% 74.29% 2.86% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 5.71% 2.86% 57.14% 2.87% 57.14% 34.29% 2.86% 2.86% 2.86% 4.29% 2.86% 4.14.29% | 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% 58.22% 12.50% 17.65% 17.65% 17.65% | 6.25%. 52.00%. 62.50%. 62.50%. 62.50%. 62.50%. 10.00%. Information Technology Services 50.00%. 50.00%. 50.00%. 62.5%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. 50.00%. | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 29.63% 44.44% 22.22% 3.70% 25.93% 14.81% | 9.3894 9.31555 9.0009 6.2595 3.1339 Highways and Transport 1.889 9.3895 9.3895 3.139 1.250 3.1259 3.1259 3.1333 1.2593 3.1333 1.2593 3.13333 3.3333 |
| 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 | Strongly agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree 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 disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Disagree Strongly agree | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 12.22% 3.14% 5.59% 33.04% 18.01% 35.06% 27.23% 22.86% 8.73% 3.68% | 9.95% 46.27% 33.33% 7.96% 7.96% Operations and Customer Directorate Directorate 3.67% 28.57% 3.61% 3.06% 3.03% 3.03% 3.21,33% 8.25% 4.10% 4.10% 4.21,34% 3.36% 3.36% 3.35% 3.35% 3.35% | 6, 25% 40,63% 15,63% 15,63% 31,33% Customer Services 0.00% 64,52% 22,58% 12,90% 3,23% 48,39% 22,58% 64,516% 16,13% 45,16% 16,13% 45,16% 16,13% 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 | 8.57% 74.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage 8.57% 57.14% 5.71% 5.71% 2.86% 2.86% 54.29% 2.86% 54.29% 2.28% 54.29% 55.71% 55.71% 57.14% 57.14% 57.14% 57.14% 57.14% 57.14% 57.14% 57.15% 57.14% 57.15% 57.14% 57.15% 57.15% 57.15% 57.15% 57.75% 57.75% 57.75% 57.75% | 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 11.76% 50.00% 6.25% 12.50% 0.00% 58.82% 12.50% 0.00% 58.82% 17.65% 17.65% 17.65% 17.65% | 6.25%. 52.00%. 62.50%. 62.50%. 6.25%. 6.25%. 1.00%. Information Technology Services 50.00%. 52.00%. 52.00%. 52.00%. 52.00%. 52.00%. 52.00%. 52.00%. 6.25%. 52.00%. 6.25%. 52.00%. 6.25%. 52.00%. 6.25%. 52.00%. 6.25%. | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 25.93% 44.44% 22.22% 3.70% 45.93% 14.81% 7.41% | 9.389 3.1255 50.009 6.2595 3.139 Highways and Transport 21.889 40.6339 21.889 21.889 21.889 22.500 31.259 28.139 12.500 31.259 31.259 31.259 31.375 31.375 31.375 31.375 31.375 |
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| 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 agree Agree Nether agree or disagree Disagree Strongly disagree Strongly disagree Agree Nether agree or disagree Disagree Strongly disagree Strongly disagree Strongly agree Agree Nether agree or disagree Disagree Strongly agree Agree Nether agree or disagree Disagree Strongly agree Agree Nether agree or disagree Disagree Strongly disagree Nether agree or disagree | 11.45% 45.98% 7.69% 2.39% 2.39% 2.39% 2.39% 2.39% 33.16% 33.16% 5.59% 33.04% 5.59% 33.04% 5.59% 34.79% 35.06% 37.23% 22.86% 8.73% 34.79% 35.06% 36.67% 36.67% 36.67% 37.26% 37.27% 37.27% 38.27% 39.28 | 9.95% 46.27% 33.33% 7.96% 7.96% 2.49% Operations and Customer Directorate Directorate 28.57% 12.24% 36.13% 36.13% 36.13% 36.25% 4.10% 36.13% 36.25% 4.10% 36.36% 36 | 6, 25% 40,63% 13,13% 13 | 8.57% 74.29% 14.29% 14.29% 2.86% 0.00% Libraries, Arts and Heritage Heritage 25.71% 57.14% 25.71% 34.29% 2.86% 2.86% 2.86% 2.86% 42.86% | 5.88% (6.71%) (17.65% | 6.25%. 5.00% (6.25%) 6.25% (7.25%) | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 29.63% 44.44% 22.22% 3.70% 25.93% 14.81% 18.52% 29.63% 18.52% 18.5 | 9.38340 31.2552 3.1334 Highways and Transport 21.8884 40.63536 21.8885 21.88831 21.88831 25.000031 31.2552 28.13131 12.507 28.13131 28.1313 34.38331 34.3831 |
| 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 agree Agree Nether agree or disagree Disagree Strongly disagree Strongly disagree Agree Nether agree or disagree 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 Strongly disagree Disagree Strongly disagree | 11.45% 45.98% 32.48% 7.69% 2.39% 2.39% Council 9.08% 42.41% 33.16% 5.59% 33.04% 12.22% 3.14% 5.59% 34.79% 33.04% 18.07% 35.06% 27.23% 22.85% 19.96% 31.70% 9.98% 31.70% 30.42% 31.82% | 9.95% 46.27% 33.33% 7.96% 2.49% Operations and Customer Directorate Directorate 1.24% 3.06% 3.05 | 6, 25% 40,63% 34,88% 15,62% 31333 Customer Services 0.00% 64,52% 22,58% 0.00% 3,23% 48,39% 48,39% 6,45% 6,45% 6,65% 6, | 8.57% 74.29% 14.29% 2.86% 2.86% 0.00% Libraries, Arts and Heritage Heritage 157.14% 257.14% 257.14% 34.29% 2.86% 2.86% 2.86% 42.86% | 5.88% 64.71% 17.65% 11.76% 0.00% Revenue and Benefits 5.88% 5.82% 23.53% 11.76% 0.00% 31.25% 12.50% 0.00% 31.25% 12.50% 12.50% 0.00% 35.29% 17.65% 5.88% 10.76% 0.00% 35.29% 11.76% 0.00% 35.29% 17.65% 17.65% 17.65% 17.65% 17.65% 0.00% 17.65% 17.65% 17.65% 0.00% 17.65% 0.00% 17.65% 0.00% 17.65% 0.00% 17.65% 0.00% 17.65% 0.00% 0.00% 17.65% 0.00% 0 | 6.25% 6.25% 13.25% 6.25% 6.25% 13.25% 6 | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 37.04% 29.63% 44.44% 22.22% 3.70% 25.93% 44.44% 18.52% 25.93% 14.81% 18.52% 29.63% 14.81% 18.52% 3.70% 29.63% 14.81% 18.52% 3.70% 29.63% 14.81% 3.70% 14.81% 3.70% 3.70% 3.70% 3.70% 3.70% 4.741% 3.70% 4.741% 3.70% 14.81% 3.70% | 9_3818_1 3_12525_2 3_1325_2 3_1325_2 3_1325_2 4_1825_2 3_1325_2 3_ |
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| 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 agree Agree Neither agree or disagree Disagree Strongly disagree Strongly disagree Strongly disagree Neither agree or disagree Neither agree or disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly disagree Strongly agree Agree Neither agree or disagree Disagree Strongly gree Strongly disagree Neither agree or disagree Neither agree or disagree | 11.45% 45.98% 32.48% 7.69% 2.39% Council 9.08% 42.41% 33.16% 42.41% 33.16% 42.41% 33.16% 42.41% 33.16% 42.41% 33.16% 42.41% 33.16% 42.41% 33.16% 42.41% 33.47% 40.20% 19.76% 34.87% 15.68% 6.14% 40.20% 19.76% 32.34% 41.206% 7.87% 55.57% 30.42% 55.51% 50.57% 30.42% 55.51% 50.57% 30.42% 55.51% 50.57% | 9.95% 46.27% 33.33% 7.96% 7.96% 2.45% 2.45% 2.45% 2.45% 2.65% 2.85% 2.55% 2.55% 2.13 | 6, 25% 40,63% 34,38% 15,65% 31,33% 25,58% 0,00% 3,23% 48,39% 6,45% | 8.57% 14.29% 2.86% 0.00% Libraries, Arts and Heritage Heritage 15.71% 2.86% | 5.88% (6.471%) (17.65 | 6.25%. 5.20% (-2.5%) 6.25% (-2.5%) | 14.29% 39.29% 7.14% 0.00% Community Protection and Enforcement 7.41% 29.63% 25.93% 44.44% 22.22% 3.70% 25.93% 44.44% 22.25% 3.70% 25.93% 44.45% 22.25% 3.70% 25.93% 45.15% 3.70% 46.15% 7.41% 18.52% 29.63% 19.63% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 11.11% 51.85% 3.3.33% 3.70% 0.00% | 9_3838_0 3_1255_0 3_135_0 3_135_0 3_135_0 3_1334 Highways and Transport 2_1.888_0 4_0.635_0 3_1331_0 2_1.888_0 3_1.835_0 3_1.8 |
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| | | 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 |
| İ | 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 | | 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% | 9 |
| İ | 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% | C |
| | | | Operations and Customer | Customer | Libraries, Arts and | Revenue and | Information Technology | Community Protection and | Highways a |
| | | 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% | |
| | 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 |
| | 8 | | | 13.33% | 0.00% 2.86% | 11.76% 0.00% | 18.75% 12.50% | 11.11% 11.11% | 16 16 |

| | % | | | |
|--|----------|---|------------|--------------|
| 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 | | 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 | | |
| | 26.000/ | | 22.000/ | 2.100/ |
| 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 | | 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 | 52.1370 | No similar question in 2016 | 33. 7770 | 2.05/0 |
| | E4 900/ | | E4 400/ | -3.31% |
| l assess the council as a good customer focussed organisation | 54.80% | The council provides a great service to our residents | 51.49% | -5.31% |
| 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 Smarter Working will allow my team to improve efficiency and working | | No longer required as a survey question | | |
| practices | | No longer required as a survey question | | |
| Smarter Working will allow the council to improve services to customers | | No longer required as a survey question | | |
| Smarter Working will allow me to improve my work-life balance | | No longer required as a survey question | | |

Staff Survey 2016

What makes the council a great workplace?

| Response Text | Theme | Directorate |
|--|--|---|
| 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 | , and the second | , |
| 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 technical/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 |
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|---|---|--|
| 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 | | TELESCONIA COMMUNICIONIS |
| dull moments! | Teamwork,Flexible working | Corporate and Community Services |
| My colleagues and the work life balance it allows. | Teamwork, Flexible working | Corporate and Community Services |
| inty coneagues and the work mile balance it allows. Colleagues, culture, workplace flexibility, values | Teamwork, Flexible working, Culture | Corporate and Community Services 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 | realliwork, riexible working, culture | Corporate and Community Services |
| | Tanana and Creat and inc Manager | 0 |
| friendly department. | Teamwork,Great service,My work | Corporate and Community Services |
| 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 | |
| Committed staff - open communication - supportive management | Communication,staff,line management | Adult, Children and Health Services |
| open minded approach | Culture | Adult, Children and Health Services |
| l like the atmosphere, openness and values. I also like the fact that I can work at home. | Culture,Flexible working | Adult, Children and Health Services |
| Strong leadership, good working environment, opportunities to do things differently. | Culture,Leadership | Adult, Children and Health Services |
| A small council where it is fairly easy to get to know key personnel and so feel part of the organisation. | Culture,staff | Adult, Children and Health Services |
| Firstly, the people - both immediate colleagues and wider afield. The council treats you as a person, not a commodity, and this allows balance and | | |
| flexibility in work and life. I | | |
| | | |
| 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. I | | |
| | | |
| It is also great to be working for an organisation that is forward thinking and takes use of technology seriously - this is, though, a double edged sword as | | |
| poor infrastructure could soon turn this to being negative. | Culture,staff,Teamwork | Adult, Children and Health Services |
| Supportive colleagues and friendly atmosphere | Culture, Teamwork | Adult, Children and Health Services |
| Flexibility to work at home when possible and thus contribute to a good work-life balance. | Flexible working | Adult, Children and Health Services |
| A degree of flexibility for workers | Flexible working | Adult, Children and Health Services |
| flexible working | Flexible working | Adult, Children and Health Services |
| Flexible working. Need to do more of this | Flexible working | Adult, Children and Health Services |
| The flexible working, More working from home should be encouraged | Flexible working | Adult, Children and Health Services |
| Flexiable | Flexible working | Adult, Children and Health Services |
| Relationships between employees within the pods system, and the council overall vision for the children and families we work with. | Great service | Adult, Children and Health Services |
| relationships between enjoyees within the pour system, and the council overall vision for the clinicien and rannings we work with: for valuing the wellbeing of residents | Great service | Adult, Children and Health Services |
| To various the windering of in estudents Delivering services to the community and reaching families in deprevation | Great service | Adult, Children and Health Services |
| Delivering set wices to the community and reactining families in depletedation. 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 | Circuit Service | Addit, Children and Health Services |
| The control is a place, in which provides opportunity to work towards building to build a better, more inclusive community, which meets the needs of its diverse population. | Great service | Adult, Children and Health Services |
| | | |
| Knowing that those we service, appreciate our assistance / support - helping others makes me feel good | Great service | Adult, Children and Health Services |
| They try to do the best the majority of the time for the residents | Great service | Adult, Children and Health Services |
| The satisfaction of serving the community | Great service | Adult, Children and Health Services |
| Able to help people when they need it most. | Great service | Adult, Children and Health Services |
| The children with whom I work. | Great service | Adult, Children and Health Services |
| Putting service users first and valuing their feedback to the point of change. | Great service | Adult, Children and Health Services |
| Trustworthy colleagues. | | |
| A lovely client group | Great service, Teamwork | Adult, Children and Health Services |
| 3.7 | | |

| being. The support given by learn makes and other services within the council allow me to do the best fan in my plo role. Working to make a difference to whineshed people, who need others to stand up adaptorit them to and support them to and sup | | | |
|--|---|---|---|
| Working to make a difference to widerable people, who need others to stand up and support them to obelieve their outcomes.] Pere pair and colleagues and the designed who are like middle collections are externally supportive and understanding of each right in personal crumstances and by the reduce stress for each other. A real team Creat service, Teamwork Adul, Children and Health Services Creat service, Teamwork Adul, Children and Health Services Adul, | The general enthusiasm of my colleagues in the team I work, to provide a great service to residents to make a positive difference to their lives and well | | |
| Peers and colleagues with one tiles minded of cach other's personal crumstances and try to reduce stress for each other. A neal team Action. Colleagues are ownered supportive and understanding of each other's personal crumstances and try to reduce stress for each other. A neal team Action. Colleges are the development of the developme | | Great service, Teamwork | Adult, Children and Health Services |
| Collegopues are externelly supporter and understanding of each other's personal cricumstances and by to reduce stress for each other. A real team retrievement. Const service. Delated the species for the part of the high being the part of the high being the part of the high being the part of the high being the part of the high being the part of the high being the part of the high services. Const service. Comment Adult. Children and Health Services. Each of the high services to wart. They went go you our residents the best service. Const service. Comment Adult. Children and Health Services. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the best service. Const of the high services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services to wart. They went go you our residents the services | | | |
| emotoment.] Adult, Children and Health Services was considered the property of the property o | | Great service, Teamwork | Adult, Children and Health Services |
| Also, they ready do care about the people they are trying beligh in the community. Very colleagues and this developer of service users, make me atter. The people' book with make it a great place to work. They want to give our residents the best service. The people' book with make it a great place to work. They want to give our residents the best service. The people' book with make it a great place to work. They want to give our residents the best service. They do like the people from a great place to work. They want to give our residents the best service. They do like the people from a great place to work. They want to give our residents the best service. They do like the people is precisive and ado in immediately, sometimes create departments are not that active. Planning for one. Leadership. Audit. Children and Health Services. Audit. Children | Colleagues are extremely supportive and understanding of each other's personal circumstances and try to reduce stress for each other. A real team | | |
| My codesques and the diversity of envirous users, make me stay. The peopled in event himshape it agent place between 1 may be a great place to twork. They want to give our residents the best service. Great services Transmovic. Adult, Children and Health Services. The popular was the manufactor of the children services is clear. Leadership. Adult, Children and Health Services. The popular was the charges to hast it. Leadership. Adult, Children and Health Services. Adult, Children and Health Services. Adult, Children and Health Services. The popular was the charges to hast it. The popular was the charges to hast it. Leadership. Adult, Children and Health Services. Adult, Children and Health Se | environment. | | |
| Title people's vortil, with make it a great place to work. They want to give our residents the best service. Great service, Leadership Adult, Children and Health Services. Sorries of the lobus going forward are good. The page to the title dischard program of the post of the page to the title of the lobus going forward are good. The page to the title dischard program of the page to the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title dischard program of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to the title of the page to th | Also, they really do care about the people they are trying to help in the community. | Great service, Teamwork | Adult, Children and Health Services |
| Semg alle to trial your leaders it protect you. Sem of the ideas gaing forward are going from any and real seminary of the protect your protection of the p | My colleagues and the diversty of service users, make me stay. | Great service, Teamwork | Adult, Children and Health Services |
| Some of the ideas going forward are good. Adult, Children and Health Services The job in the topologie problems and act on immediately, sometimes certain departments are not that active. Planning for one. Ladderhip. Adult, Children and Health Services to be forward that the direction has for the children and vision. Adult, Children and Health Services to be heard and make chonges to had. Adult, Children and Health Services and Adult, Children and Health Services and Adult, Children and Health Services and Adult, Children and Health Services are severy sometimed and most of the time taken into action. **Property who was the lawsy considered and most of the time taken into action. **Property who was the lawsy considered and most of the time taken into action. **Property who was the lawsy considered and most of the time taken into action. **Property who was the lawsy considered and most of the time taken into action. **Property who was the lawsy considered and most of the time taken into action. **Property who was the lawsy considered and most of the time taken into action. **Property who was the lawsy considered and most of the families was work with. **Property who was the lawsy considered and most of the families was work with. **Property who was the lawsy considered and most of the families was work with. **Property who was the lawsy considered and most of the families was work with. **Property who was the lawsy considered and most of the families was work with. **Property was the property was | The people I work with make it a great place to work. They want to give our residents the best service. | Great service, Teamwork | Adult, Children and Health Services |
| They do like the (people's problems and act on it immediately, sometimes certain departments are not that active. Planning for one. Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to the services to t | Being able to trust your leaders to protect you. | Leadership | Adult, Children and Health Services |
| They do like the (people's problems and act on it immediately, sometimes certain departments are not that active. Planning for one. Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to be heard and make changes to that I Leadership. Adult. Children and Health Services to the services to t | Some of the ideas going forward are good. | Leadership | Adult, Children and Health Services |
| The plant nat the director has for the children services is clear. It is a behand and make changes to that I be considered and most of the time taken into action. Leadership Adult, Children and Health Services (and some other staff). I beadership Adult, Children and Health Services (and some other staff). I beadership (and the considered and most of the time taken into action. SMARTER Working! Florible Working! Florible Working! Florible Working! Florible Working Florible | 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 |
| to the heard and make changes to that I Leadership Adult. Children and Health Services Leadership Adult. Children and Health Services Leadership Adult. Children and Health Services Leadership Reward, Flaxible working, line mark Adult. Children and Health Services Leadership Reward Flaxible working line mark Adult. Children and Health Services Leadership Reward Flaxible working line mark Adult. Children and Health Services Leadership Reward Flaxible working line mark Adult. Children and Health Services Leadership Reward Flaxible working line mark Adult. Children and Health Services Leadership Reward Flaxible working line mark Adult. Children and Health Services Leadership Reward Flaxible working line mark Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Adult. Children and Health Services Leadership Reward Reward Adult. Children and Health Services Leadership Reward Reward Adult. Children and Health Services Leadership Reward R | | | |
| Cour views an always considered and most of the time taken into action. 1-The people who I work with direct in my Service Area (and some other staff), I 3-MANTER Work of Court of the Co | | | |
| Your views are always considered and most of the inne taken into action. I be people who town will direct in my Service Area (and some other staff). Il - SMARTER Working I beacher Working potential - Aman Live Allowence and other benefits! - Aman Live Allowence and carries and an aman Live Allowence and an aman Live Allowence and an aman Live Allowence and an aman Live Allowence and an aman Live Allowence and a development. Aman Live Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and Allowence and College and Allowence and Allowence and Allowence and College and Allowence and | | Leadership | Adult Children and Health Services |
| - The people who I work with direct in my Service Area (and some other staff). [1] - SIAMRTER Working potential[3] - Flexible Working potential[3] - The MDS passion/vision[3] - The MDS passion/vision and vision passion | Your views are always considered and most of the time taken into action. | | |
| - SMARTER Workings - Annual serve Allowence and other benefits - The MID's passivitivismi - My Marager - Opportunity for parsonal development that improves skill level and knowledge base leading to bether outcomes for the families we work with Identify the present of evelopment that improves skill level and knowledge base leading to bether outcomes for the families we work with Identify the present of evelopment that improves skill level and knowledge base leading to bether outcomes for the families we work with Identify the present of evelopment that improves skill level and knowledge base leading to bether outcomes for the families we work with Identify the present of the present of the present of the present of the skill may be a serviced and the services service work in the state of the present of the prese | | Leadership | Addit, Official and Fledial Colvides |
| - Flexible Working potential - Annual leaves Allowence and other benefits a - The MPS passion/vision? Leadership, Reward, Flexible working, line man Abult, Children and Health Services Adult, Children and Heal | | | |
| - Annual lave Allowence and other benefitsd - The MDVS postorivision - Leadership, Reward, Flexible working, line man - Adult, Children and Health Services - A | | | |
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| - My Manager Opportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. Comportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. Comportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. Comportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. Comportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. Comportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. Comportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with a learning and development, feature (). Children and Health Services friendly teams, upportive management in samplement. Adult, Children and Health Services friendly teams, upportive and social. It is not act act to work in 1 | | | |
| Opportunity for personal development that improves skill level and knowledge base leading to better outcomes for the families we work with. The skaff are great and caring, benefits are good. The training opportunities are good supportunities. Knowing that I can talk to my line manager if I have any worries or concerns. Knowing that I can talk to my line manager if I have any worries or concerns. Knowing that I can talk to my line managerent managers. International training and development, training and development and development and training and training and development and training and training and development and | | Loadership Doward Florible working line mor | Adult Children and Health Convince |
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| | I nere is nothing at the present that makes working at the council a great place to work. If I had the opportunity to leave I would. | Negative | Adult, Children and Health Services |

| Francisco | Tea. | Territoria de la companya della companya della companya de la companya della comp |
|--|--------------------------------------|--|
| It isnt. Its' desire is to get rid of everyone except those it statuarily cannot is wrong | Negative | Adult, Children and Health Services |
| It doesn't any longer. | Negative | Adult, Children and Health Services |
| It is not a great place to work. Who gave you that idea? The care of staff working in the Borough is not really happening. i.e Lone Working | Negative | Adult, Children and Health Services |
| My colleagues/workers within my team are all very dedicated and hardworking and all want try to work together through stressful times to improve the | | |
| workplace and bring strive for positive change when often feeling unappreciated and under paid. | Negative, Great service, Teamwork | Adult, Children and Health Services |
| The council have some fantastic and dedicated staff that offer grest support to their collegues. | | |
| When pressure is being applied to complete large amounts of work with fewer and fewer resources, this is often what is depended upon for all. | Negative,staff | Adult, Children and Health Services |
| Close to where I live. There is a drive to increase my service. | Potential,work / life | Adult, Children and Health Services |
| Good benefits, reasonable pay, | Reward | Adult, Children and Health Services |
| Free parking | Reward | Adult, Children and Health Services |
| pay and conditions | Reward | Adult, Children and Health Services |
| I think the Council is making an effort to try to improve the value it places on it's staff, and I appreciate this will be a slow process but there is further work to | | |
| be done. I | | |
| 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 II | , , | · |
| Mý Hosti | | |
| Senior Leadership Teamil | | |
| 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. | | - Indiana Control and Treatment Services |
| 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, Negative, staff | Adult, Children and Health Services |
| The people working and reading the control. Friendly staff and visible leadership. Friendly staff and visible leadership. | Senior Leadership,staff | Adult, Children and Health Services |
| Frientity Start and visible leadership. colleagues | staff | Adult, Children and Health Services |
| staff are very committed, the council is forward thinking and progressive | Staff | Adult, Children and Health Services Adult, Children and Health Services |
| | | |
| There are some good people here | staff | Adult, Children and Health Services |
| Fellow workers, despite pressures they make more worthwhile | staff | Adult, Children and Health Services |
| The people who work for the council care. | staff | Adult, Children and Health Services |
| Great CP's who work well with staff. | staff | Adult, Children and Health Services |
| staff in the front line | staff | Adult, Children and Health Services |
| The people! | staff | Adult, Children and Health Services |
| The people | staff | Adult, Children and Health Services |
| The other staff that work here | staff | Adult, Children and Health Services |
| The People | staff | Adult, Children and Health Services |
| Hard working committed and loyal colleagues | staff | Adult, Children and Health Services |
| Team members and the majority of people who work here | staff | Adult, Children and Health Services |
| | | |
| The professionalism of colleagues working across a number of services. Being a small authority enables you to develop positive and effective relationships | | |
| across a wide number of services which leads to more effective working and better outcomes for children and young people. | staff | Adult, Children and Health Services |
| The people who work here - colleagues | staff | Adult, Children and Health Services |
| The staff are very friendly especially the receptionists | staff | Adult, Children and Health Services |
| Nice people to work with on the whole. | staff | Adult, Children and Health Services |
| The officers | staff | Adult, Children and Health Services |
| The support of hardworking front line staff colleagues. | staff | Adult, Children and Health Services |
| There are a lot of excellent professional and caring people working for the council | staff | Adult, Children and Health Services |
| Support form colleagues | staff | Adult, Children and Health Services |
| 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 | otan | , wait, Officien and Health Services |
| The people. The sense of team work and the values of colleagues is the best thing about this employer. | staff | Adult, Children and Health Services |
| people. The series or learn work and the values or colleagues is the best unity about this employer. The committeent of the staff working here and the ability to foster good relationships | staff | Adult, Children and Health Services Adult, Children and Health Services |
| The front line staff. | staff | Adult, Children and Health Services Adult, Children and Health Services |
| | | |
| People | staff | Adult, Children and Health Services |
| Flexibility, working with colleague who care about what they do and providing a great service | staff,Flexible working,Great service | Adult, Children and Health Services |
| 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 | | 1 |
| make a difference for the lives of your residents also makes it a great place to work. | staff,Great service | Adult, Children and Health Services |
| Focused employees and aim to do their best for service users | staff,Great service | Adult, Children and Health Services |
| The passionate people working for it trying to give the residents the best service possbile | staff,Great service | Adult, Children and Health Services |
| The people who work here, the services that we offer, the fact that so many people care so much about their jobs. | staff,Great service | Adult, Children and Health Services |
| The enthusiasm and shared ethos of staff to improve services for residents. | staff,Great service | Adult, Children and Health Services |
| | | |
| The people! We need to make sure they are treated with respect then in turn they will be really motivated to offer an excellent service to our residents. | staff,Great service | Adult, Children and Health Services |
| Good staff benefits, some great staff who do a great job | staff,Reward | Adult, Children and Health Services |
| | | . , |

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

| | Great service, Negative | Operations and Customer Services |
|--|----------------------------------|--|
| | Great service,staff | Operations and Customer Services |
| great colleagues and working directly with public | Great service,staff | Operations and Customer Services |
| I love the job, it is within walking distance from my home, the people I work with are lovely. | Great service,work / life | Operations and Customer Services |
| In my role I get quite a bit of flexibility to perform to the best of my ability. On general, managers are supportive and approachable. Overall it's a great place t | line management,Flexible working | Operations and Customer Services |
| feel empowered to get on with job without supervision and working flexibility when you need it | line management, My work | Operations and Customer Services |
| I like the new office arrangement. It makes easy to network and communicate. | Misc | Operations and Customer Services |
| Meeting new people. | Misc | Operations and Customer Services |
| good performance management process | Misc | Operations and Customer Services |
| | Misc | Operations and Customer Services |
| unable to answer at this stage | Misc | Operations and Customer Services |
| | Misc | Operations and Customer Services |
| I work in a community library where we have a lot of autonomy, which is lovely and appreciated. I am very grateful that the Council supports the Library Servi | | Operations and Customer Services |
| | My work | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| Nothing - the morale is low and senior management is not taking their staff into consideration. Their actions are not legal and open the Council to potential le | | Operations and Customer Services |
| It isn't a great workplace. There are still elements of 'us' and 'them' between directorates, units and teams that cause unnecessary conflict, confusion and de | | Operations and Customer Services |
| It is not a great workplace. When you get in you don't know if you are going to get a desk, let alone sit anywhere near colleagues. The noise levels can be to | | Operations and Customer Services |
| A great work place, don't make me laugh - the coucillors and directors don't give a shit about the public, staff or providing a service all they care about is mor | | Operations and Customer Services |
| I dont believe that the council could be regarded as a great work place | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | | |
| In comparison with other Councils and consultants that I have worked for, this Council is not a great workplace. My perception is that most staff have various | | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| | Negative | Operations and Customer Services |
| Windsor centre mostly(location), not particularly the council itself. I do not believe it is a great workplace, feels like I am on a sinking ship and I need to move | | Operations and Customer Services |
| | Potential | Operations and Customer Services |
| | Reward | Operations and Customer Services |
| | Reward | Operations and Customer Services |
| | Reward | Operations and Customer Services |
| | Reward,staff | Operations and Customer Services |
| | Staff | Operations and Customer Services |
| | 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 |
| lts staff | staff | Operations and Customer Services |
| The people. | staff | Operations and Customer Services |
| | staff | Operations and Customer Services |
| | staff | Operations and Customer Services |
| The majority of the staff within the Council are a positive for the organisation. | staff | Operations and Customer Services |
| colleagues try their best to support one another in delivering very challenging outcomes. People remain positive in what can be high pressure and thankless | staff | Operations and Customer Services |
| The staff | staff | Operations and Customer Services |
| The interaction between long serving experienced knowledgable staff that can cooperate and 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 |
| | staff | Operations and Customer Services |
| | staff | Operations and Customer Services |
| | staff | Operations and Customer Services |
| | staff | Operations and Customer Services |
| The People (Employees) | staff | Operations and Customer Services Operations and Customer Services |
| | | |
| | | |
| The staff | staff staff | Operations and Customer Services Operations and Customer Services Operations and Customer Services |

| Working with staff who are on the ground (shop floor) to do their jobs. | staff | Operations and Customer Services |
|---|---|----------------------------------|
| A very social and community environment | staff,Culture | Operations and Customer Services |
| The People and environment | staff,Culture | Operations and Customer Services |
| The people that work within the authority are genuinely fantastic however this is slowly ebbing away due to poorly thought out spending and cuts. | staff,Negative | Operations and Customer Services |
| Can do attitude of staff, despite members | staff,Negative | Operations and Customer Services |
| the people i work with | Teamwork | Operations and Customer Services |
| My colleagues | Teamwork | Operations and Customer Services |
| Team Working II | Teamwork | Operations and Customer Services |
| The people i work with | Teamwork | Operations and Customer Services |
| Good work colleagues who support each other | Teamwork | Operations and Customer Services |
| work colleagues | Teamwork | Operations and Customer Services |
| by being cohesive with each team and offering solutions rather than negatives, and everyone working together, | Teamwork | Operations and Customer Services |
| Colleagues who are willing to assist and understand the requirements of the job! | Teamwork | Operations and Customer Services |
| working in a great team | Teamwork | Operations and Customer Services |
| The people I work with. | Teamwork | Operations and Customer Services |
| My colleagues. | Teamwork | Operations and Customer Services |
| my colleagues. Blitz spirit | Teamwork | Operations and Customer Services |
| My work colleagues. | Teamwork | Operations and Customer Services |
| The colleagues that I work with | | Operations and Customer Services |
| Flexible working and professional team players. I | 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 resid | Teamwork,Great service | Operations and Customer Services |
| Trying to give excellent service to residents. Good team | Teamwork, Great service | Operations and Customer Services |
| Pleasant colleagues and appreciative customers | Teamwork, Great service | Operations and Customer Services |
| The majority of the people that I work with. Some of the achievements of the people on behalf of the residents for the authority. | Teamwork, Great service | Operations and Customer Services |
| My team and the support given to each other. And the gratitude shown by residents. | Teamwork, Great service | Operations and Customer Services |
| My fellow colleagues and the residents i help are the reason i keep coming back to work. | | 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. | | Operations and Customer Services |
| People in the team and opportunities to get involved in different areas of work | Teamwork, My work | Operations and Customer Services |
| 1. I have some great colleagues P. I have a varied workload which keeps work interesting II | 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. | | 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 | | 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 departr | Teamwork,staff | Operations and Customer Services |
| The Town Hall is convenient to get to. | work / life | Operations and Customer Services |

| What would make the council a better place to work? | | |
|--|---------------------------------|--|
| The state of the s | | |
| Response | Theme | Directorate |
| Senior departmental management listening to issues of their staff bringing in change that is meaningful and appropriate. | Being listened to | Corporate and Community Services |
| Taking into consideration the emotions and feelings of staff | Being listened to | Corporate and Community Services |
| More resources / budget | Budget | Corporate and Community Services |
| More resource/budget to be able to do more in your job. Better job mobility between departments. | Career progression, Cross | |
| | Departmental, Budget | Corporate and Community Services |
| Less restructures which would lift morale | Change | Corporate and Community Services |
| A longer period in which things were not changing and people worried about losing their jobs/ colleagues losing jobs/ having to take on additional | J | |
| work/stress in a constantly changing environment may be a nice environment to work in | Change | Corporate and Community Services |
| Stability | Change | Corporate and Community Services |
| There does not seem to be time these days to allow processes to be implemented and time given for them to be embeded before all change again. I fully | - Change | Corporate and Community Corridor |
| understand that change is required to enhance service given to our residents, but I feel time should be given to allow things to embed enabling the changes | | |
| given to implement take effect and measurement can be more meaningful on how well a particular process chain is developing or whether it needs | | |
| given to implement take effect and measurement can be more meaningful of now well a particular process chains advertiging of whether it needs | Change | Corporate and Community Services |
| weaming. Ileas urgent change and more stability in the senior leadership structures | Change | Corporate and Community Services |
| | ů | |
| Stop shifting Heads mof Service around and look at the quality of middle management. | Change | Corporate and Community Services |
| Restructuring and redundancy decisions that make sense, and aren't solely motivated by short term budget savings and Members/Senior Managers' lack | Change | 0 |
| of understanding of the big picture and how the changes will REALLY affect service on a practical level. | Change | Corporate and Community Services |
| A realisation that you cannot offer a five star service with a three star budget and that if you wish to offer a five star service then you need to recognised taht | | |
| this can not be achieved by continually reducing or not replacing staff in key areas. | Change,Budget | Corporate and Community Services |
| Better communication. | | |
| Permanent staffing and management direction. | | |
| More effective leadership and decision making. | | |
| More lower grade staff to complete the work. | | |
| Consistent member decisions and input to limit costs or delayed timescales. I | | |
| Consistent and working IT systems - with no 'downtime'. | | |
| IT equipment which was more supportive of working from home. I | | |
| Staffing support which makes you feel a valued member of the team and welcomes your ideas. | Change,Communication,IT systems | Corporate and Community Services |
| 1. Should invest in better IT, so much time is wasted as it isn't fit for purpose. | | |
| 2. Less restructuring which results in a constant turnover in staff meaning different teams and loss of experienced staff. Some change is good and | | |
| necessary and ways of working should be challenged but constant change over years is wearing. | | |
| ggg | Change,IT systems | Corporate and Community Services |
| Better IT; the computers crash constantly all the time and it is very frustrating. ☐ | 3., ., . | |
| the constant restructure that is going on makes for a nervous environment, never knowing if your job is secure or not, if we could get on with the restructure | | |
| and finish it then we could all move on and staff morale would be higher. | Change,IT systems | Corporate and Community Services |
| Treat people with more respect. | Culture | Corporate and Community Services |
| Treat people with more respect. Trust | Culture | Corporate and Community Services |
| | Culture | Corporate and Community Services Corporate and Community Services |
| Expansion. More people implementing good ideas. | Culture,Communication | Corporate and Community Services Corporate and Community Services |
| Treating staff with respect, being more open about sudden unexpected departures. | Guiture, Communication | Corporate and Community Services |
| Better communications - there is no standardisation to the comms that come out - for example we got last week bulletin on Friday and this weeks on | | |
| Monday, whats changed over 2 days that we are closed? I am very open to change but there is no clear approach to it, the resent consultation was not | | |
| done acceptably - for example we were basically told what was happening and not asked for our views or concerns in a correct manner - I submitted a | | |
| question to the FAQ which was never responded to but put on the published document reworded and responded to with the same generic response and I | | |
| know that I am not the only member of staff that this happened to. We are supposed to be innovated and forward thinking but new appointed managers do | | |
| not bother to speak with staff to learn and grow from previous projects - this would have a massive impact on helping staff feel involved, communicated with | | |
| and feel like there suggestions and views are valued, something which is so very poorly done here. There is also no development or learning and training | | |
| la la la la la la la la la la la la la l | | |
| done here, there may be the odd excel training advertised but this is for the privilege few who's managers will allow them to go on training - funny how we | | |
| | | |
| are told no yet they are allowed to go to expensive conferences and do qualifications. I feel we have lost the team atmosphere across the borough, | | |
| 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 | Culture,Learning and | |
| 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, | | Corporate and Community Services |
| are told no yet they are allowed to go to expensive conferences and do qualifications. I feel we have lost the team atmosphere across the borough, something which was the main factor for the staff working here. Some simple changes could have such a big impact yet when we suggest them they are ignored for fear of wasting time of incurring a small cost - this is having a major impact on staff motivation. | Development, Communication | Corporate and Community Services Corporate and Community Services |
| More flexibility in home working. | | Corporate and Community Services Corporate and Community Services |
| are told no yet they are allowed to go to expensive conferences and do qualifications. I feel we have lost the team atmosphere across the borough, something which was the main factor for the staff working here. Some simple changes could have such a big impact yet when we suggest them they are ignored for fear of wasting time of incurring a small cost - this is having a major impact on staff motivation. | Development, Communication | |

| Improvement in Hardware. I | 1 | 1 |
|---|---|--|
| improvement in naroware | | |
| 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? Perhaps including it as message when the computer is in sleep mode? | | |
| u | O | 0 |
| D. Mary resourced | General Environment | Corporate and Community Services |
| Better resourced. | General Environment General Environment | Corporate and Community Services |
| Enough resources to do a proper job | General Environment | Corporate and Community Services |
| Doing away with this open-plan office set up. I strongly dislike working in an open plan office where my telephone conversations are overhead and the conversations/discussions between my team are overhead. This is really inhibitive and detrimental to the production of my team. | General Environment | Corporate and Community Services |
| Better technology to be able to work with ease i.e. wifi needs to be better. Also having more budget for tech. For those dealing with members of the public | General Environment | Corporate and Community Services |
| 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. 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 | IT systems | Corporate and Community Services |
| other Councils staff are provided with laptops and phones. Improved İT would help staff to work more efficiently and effectively. I'm sure there will be cost savings through better IT.II IT he Council also needs a clear vision for how where it wants the Borough to be in the future. We constantly feel we are in a position where we are reacting | | |
| to events because of no clear forward planning. | IT systems, Strategic Vision | Corporate and Community Services |
| Genuine support from councillors | Members | Corporate and Community Services |
| For all Councillors to support Officers decisions, where those decisions have been made in accordance with adopted policy. | | |
| More resourcing to provide a better service. | | |
| Improved remuneration. | Members | Corporate and Community Services |
| improved officer/member relationships at all levels | Members | Corporate and Community Services |
| Members basing decisions on evidence rather than politics i.e. the evidence should drive the decisions, not the decisions drive the evidence. | Members | Corporate and Community Services |
| a shared strategic vision which is communicated to all staff; respect from Members; corporate cross working to common goals | Members, Communication | Corporate and Community Services |
| stop councillors interferring in departments. stop cutting council tax so there is enough resources to provide the services they want | Members,Council Tax reduction | Corporate and Community Services |
| Better morale, bettewr team working and interdepartmental visions for what should be delivered for the good of the borough. Not to feel threatended and | | |
| bullied by members who appear to be pushing things through without listening to officers. There is a culture of just 'doing as your told' | | |
| | | |
| | Members, Culture, Cross Departmental | Corporate and Community Services |
| Generally, what would make council a better workplace are improvements in staff morale. This is commonly impacted by issues that interfere with day-to-day work, such as issues with IT, issues finding a desk, a parking space, lack of / issues with printers and stationary supplies, difficulty working in a noisy open plan office, failure to reward hard work/ failure to identify or deal with officers who are not pulling their weight. Morale is also ground down by a mix of 'reactive' management, and absence of management responsibility that creates a sense of unease and uncertainty to what often should be straight forward provision of service by competent officers. Frustration is created from the staffing structure which allows an imbalance in workload, and team numbers are not consistent with workload/area of responsibility. Provision of service on the ground' is consistently under strain, whereas services removed from the frontline e.g. communications/business development seem to have plenty of staff resource relative to their output. This is often to the benefit to the politicians rather than public e.g. communications is a political tool and used to promote the current administration but is funded at the cost of services on the ground. This type of activity is commonly accepted by officers but has a serious impact on morale. | | Corporate and Community Services |
| day work, such as issues with IT, issues finding a desk, a parking space, lack of / issues with printers and stationary supplies, difficulty working in a noisy open plan office, failure to reward hard work/ failure to identify or deal with officers who are not pulling their weight. Morale is also ground down by a mix of 'reactive' management, and absence of management responsibility that creates a sense of unease and uncertainty to what often should be straight forward provision of service by competent officers. Frustration is created from the staffing structure which allows an imbalance in workload, and team numbers are not consistent with workload/area of responsibility. Provision of service 'on the ground' is consistently under strain, whereas services removed from the frontline e.g. communications/business development seem to have plenty of staff resource relative to their output. This is often to the benefit to the politicians rather than public e.g. communications is a political tool and used to promote the current administration but is funded at the cost of services on the ground. This type of activity is commonly accepted by officers but has a serious impact on morale. | | Corporate and Community Services Corporate and Community Services |
| day work, such as issues with IT, issues finding a desk, a parking space, lack of / issues with printers and stationary supplies, difficulty working in a noisy open plan office, failure to reward hard work/ failure to identify or deal with officers who are not pulling their weight. Morale is also ground down by a mix of 'reactive' management, and absence of management responsibility that creates a sense of unease and uncertainty to what often should be straight forward provision of service by competent officers. Frustration is created from the staffing structure which allows an imbalance in workload, and team numbers are not consistent with workload/area of responsibility. Provision of service on the ground' is consistently under strain, whereas services removed from the frontline e.g. communications/business development seem to have plenty of staff resource relative to their output. This is often to the benefit to the politicians rather than public e.g. communications is a political tool and used to promote the current administration | Members, Culture, Senior | |
| day work, such as issues with IT, issues finding a desk, a parking space, lack of / issues with printers and stationary supplies, difficulty working in a noisy open plan office, failure to reward hard work/ failure to identify or deal with officers who are not pulling their weight. Morale is also ground down by a mix of 'reactive' management, and absence of management responsibility that creates a sense of unease and uncertainty to what often should be straight forward provision of service by competent officers. Frustration is created from the staffing structure which allows an imbalance in workload, and team numbers are not consistent with workload/area of responsibility. Provision of service 'on the ground' is consistently under strain, whereas services removed from the frontline e.g. communications/business development seem to have plenty of staff resource relative to their output. This is often to the benefit to the politicians rather than public e.g. communications is a political tool and used to promote the current administration but is funded at the cost of services on the ground. This type of activity is commonly accepted by officers but has a serious impact on morale. Staff should be brave enough to stand up to councillors and offer advice which is listened to. Councillors should make more of an effort with staff. | Members,Culture,Senior leadership,Workload,Change,IT systems | Corporate and Community Services |

| The Boro' is here to provide a service and in spite of incredible odds, the staff that are left continue to do their best to achieve this, but while the focus is | | |
|--|---|--|
| more 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 | | |
| good on paper and tock an itemplic boxes but the knock on entert of this mindral and pointed weathing can all to be used the 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 | | |
| initial to flow inally clacks can be papered over. Sometion later, the future will out and claims inallargement by the remaining state in short the arrival entire in 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 | | |
| solution - go back to the drawing board. Cheare is a great concept - best sufficient 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 |
| being imperined norm die ob down. Cannot think of anything. | Misc | Corporate and Community Services Corporate and Community Services |
| Cannot unit to anybung. Reacting to feedback from staff surveys. | Misc | Corporate and Community Services Corporate and Community Services |
| reacting to recupack nom stan surveys. less 'managers' and more people doing the work! | Misc | Corporate and Community Services Corporate and Community Services |
| less interrupted and more people using the work. drop CREATE and do real organisational management. Implement effective project management and have clear roles and responsibilities for members | IVIISC | Corporate and Community Services |
| urby Chear E and do real organisational management, implement effective project management and mave clear roles and responsibilities for members and officers. | Misc | Corporate and Community Services |
| and omers. 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. | rositive | Corporate and Community Services |
| reeming that rain respected, valued and appreciated for the contribution rimake. | Recognition | Corporate and Community Services |
| Being made to feel valued. | Recognition | Corporate and Community Services Corporate and Community Services |
| being made to feel valued. 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, | Recognition | Corporate and Community Services |
| | | |
| 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 | D | 0 |
| 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 | | 0 |
| across directorates would help | resourcing | Corporate and Community Services |
| Enough staff to carry out the work. Less shared services. | resourcing | Corporate and Community Services |
| Pay award for all staff but incremental progression dependant on performance. | Reward | Corporate and Community Services |
| Better pay and pay rise | Reward | Corporate and Community Services |
| People are not using all their skills to the potential and it's difficult to feel like you are doing your best in a role when you cannot do this and you do not | | |
| receive the pay you should for this hard work. | Reward | Corporate and Community Services |
| Better scales of pay | Reward | Corporate and Community Services |
| Timely appraisals and objective setting (it is now January and I have yet to go through an Appraisal). I | | |
| Stop the largely unnecessary cost cutting in service areas which often result in more officer time wasted when dealing with inefficient IT systems and outdated software. | | |
| A significant reduction in political involvement in all aspects of planning. Technical studies/reports by officers should not be subject to repeated alterations | | |
| by members. The amount of officer time spent briefing, rebriefing and responding to member issues reduces staff work capacity, and has a significant | | |
| detrimental impact on staff morale. Such established practices are engrained into the very fibre of the Council, and must change in order to progress. No | | |
| other LA I am aware of operates in this manner. I | | |
| The lack of a meaningful training budget means maintaining and enhancing technical skills and knowledge becomes almost impossible, thereby | | |
| The tack of a meaningful usualing budget means maintaining and emancing technical skills and knowledge becomes almost impossible, thereby threatening the professional membership of accredited bodies. | | |
| The performance related pay concept results in such a pitful 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. I | | |
| 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.I | | |
| | Reward | Corporate and Community Services |
| Decent salary | Reward | Corporate and Community Services |
| Don't set performance targets such that the best, those already through the gateway, find it next to impossible to get a cost of living increase, and burn | | |
| themselves out in the attempt. | Reward | Corporate and Community Services |
| People are constantly leaving, the turn over of staff is too high, this demonstrate people are unhappy and don't feel valued. We are always targeted when | | |
| looking to safe money, they are constantly implementing changes to our pensions sick pay etcthese changes are always detrimental to the employees. | | |
| 3 - 3 - 3 - 3 - 3 - 3 - 3 - 3 - 3 - 3 - | Reward, Change, Budget | Corporate and Community Services |
| Improve benefits on offer. eq. 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 trimining / contaboration among countric departments to raise awareness / promote contribution sign up to the oig picture - can be done through staff forum / workshops led by the Leadership team. This would reduce likelihood of silo working. | | |
| done unough stan rorum? workshops led by the Leadership team. This would reduce likelihood of sho working. | Reward, Cross Departmental | Corporate and Community Services |
| stop using staff and treating everyone like a number. Reward good work and stop the culture of who you know rather than what you know. Staff pay | nteward, 01055 Departmental | Corporate and Community Services |
| | Reward, Culture | Corporate and Community Consises |
| awards need to be given a higher priority. Yes, even in these tough times! | | Corporate and Community Services |
| more trust in officers, better benefits to staff, and providing decent It equipment to staff | Reward, General Environment | Corporate and Community Services |

| | T | |
|---|---|--|
| I think Directors need to engage more with Staff. I thought the MD walking around with chocolates to all the staff at Christmas was a simple but effective | | |
| way of introducing herself to the workers and showing an attempt to engage with staff at all levels. We have a new director working in our open plan office | | |
| who will have been here months before his 'official introduction' in the desborough suite. I am all for introducing to the masses but that should be done in | | |
| the first week not months later when you have already ignored everyone in the office. | Senior leadership | Corporate and Community Services |
| Senior Managers that stay long enough to impliment solutions and see them through to completion and take responsibility for their actions. Senior | | |
| Managers hived off into Zone A seprated from teams and daily operational contact and awareness. | Senior leadership, Change | Corporate and Community Services |
| The management structure of the organisation seems to have shifted to a very top down organisation where the focus seems to be on staff being | | |
| controlled/ managed and not lead or inspired. The council as an organisation does not follow the create values it promotes from the top and should do | | |
| more to make all staff feel valued, that they have a future here, demonstrate more trust and respect for staff and that their efforts do really matter and not | | |
| just those of a select few. There needs to be more clarity about what senior managers are trying to achieve with the organisation which is not always | | |
| apparent especially to staff further down the structure . | Senior leadership, Change, Strategic Vision | Corporate and Community Services |
| Better I.T systems. Approachable, leadership and friendly Heads of Service. | Senior leadership,IT systems | Corporate and Community Services |
| Currently there is not enough accommodation for the number of staff who come into to work. Not all staff either can or want to work from home. It is not | | |
| productive to have staff wandering about looking for desk space. Nor is it conducive for communications, support or moral to not have teams seated | | |
| together. It would be helpful to relook at possibly reallocating designated team areas, as this may help in the areas above. | Smarter Working | Corporate and Community Services |
| The hot issue now would be reducing the current seating anxiety by allocating teams to areas, albeit on the set 6:10 ration. Some work involves lengthy | | |
| phone calls- not always quiet, others require quiet focusthe two cannot work well sat side by side. We are creatures of habit and the council risks not | | |
| getting the most out of its employees by continually re-arranging the team dynamics. I think 'managed' hot desking is the better way to go. I | | |
| This may well change soon. | | |
| | Smarter Working | Corporate and Community Services |
| more accommodation. whilst i support the principle of hot desking, there are not sufficient workstations available for the number of staff who wish to work | | |
| in the office rather than at home. | Smarter Working | Corporate and Community Services |
| a desk for everyone | | |
| IT systems that are faster and do not freezell | | |
| | 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. I | | |
| 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, I | | |
| 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, | O | |
| | Smarter Working, Senior leadership, IT | 0 |
| | systems | Corporate and Community Services |
| A walking club at lunchtime to encourage fitness. | Social / Wellbeing 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 / vveilbeing | 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 | Chrotopia Vinian | 0 |
| where possible/completely dropping certain activities/shared services for x/y/z". | Strategic Vision | Corporate and Community Services |
| Develop a sensible & achievable 5 year service & people strategy, consult properly with residents and staff, and implement and stick to it! | Strategic Vision | Corporate and Community Services |
| Better communication. An IT system that worked and you can talk directly to IT. More staff in directorates to take pressure off colleagues who are under far | | |
| too much pressure. Being able to talk to people and not voice mails or being directed through various options which are totally non-representative of the | | |
| teams they represent. Too much red tape and time wasting resulting in poor and late decisions. No regard for the welfare of the staff, every request for | | |
| feedback is purely lip service, no regard is paid to what staff actually say/want/need. Distortion of surveys like this one to show the results the councillors | | |
| actually want to hear. Councillors that are only out for themselves and what they can get and not having the residents wishes at the heart of what they | Washing Communication IT systems | Commercia and Community Convince |
| stand for Better staff morale, less pressure, better IT equipment | Workload,Communication,IT systems Workload,IT systems | Corporate and Community Services Corporate and Community Services |
| Detuce stan morale, less pressure, better 11 equipment 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 Being listened to | Adult, Children and Health Services Adult, Children and Health Services |
| To understand the freed of service users and employees. | Deling ligitation to | Addit, Children and Fleatin 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 | | |
| that gets which doesn't reliect and the good work carried out by the start under unification continuations. An increase in pay is not only overtube to it is all the 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 | | |
| what new permanent stain they have let as the remaining stain rave low motate, teel overworked, under paid and safessed due to the workloads and stain 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 | | |
| leaving, which the senior management team our is seen to be doing anything about. Paying to locum stain is a laise 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. II | | |
| That managers actually exhibit the CREATE values to properly support the welfare of their staff. | | |
| That managers actually exhibit the Chick to properly support the wellare of their stain. | Being listened to line management, Reward | Adult, Children and Health Services |
| Less pressure on Resources in respect of funding. Being able to be pro active and not have to constantly justify every Penny spent. | Budget | Adult, Children and Health Services Adult, Children and Health Services |
| Less pressure on resources in respect of unuting, 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 |
| With the many budgetary pressures that are impacting this is difficult to respond to. | Budget | Adult, Children and Health Services Adult, Children and Health Services |
| more cash to enable them to provide the services expected by residents | Budget | Adult, Children and Health Services Adult, Children and Health Services |
| inore cash to enable them to provide the services expected by residents | Duugei | Addit, Children and Health Services |

| More support for older residents Fewer restructures Not having to spend budgets for fear that your budget will then be reduced. It increases irresponsible spending of public funds in every area of Council work. 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. 1. BETTER PAY II 2. STOP CUTTING COUNCIL TAX BILLS TO LOOK GOOD AND USE THAT MONEY TO REPLACE STAFFI 3. MORE STAFFI 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 RISKII 5. CLEAR PROCESSI 6. THAT SERVICE MANAGER AND ABOVE ADHEAR TO THE CREATE VALUES 1. Would rather not have a coucil tax reduction but it to be invested in staff where extra staff are needed. More Money in all service areas and less beaurocracy. Budget, Culture Adult, Children and Health Sen More Money in all service areas and less beaurocracy. Budget, Culture Adult, Children and Health Sen Mariagement of budgets and the understanding of what is needed in each department should be more efficient. A proactive approach in the counces we need to maintain a good service Financial incentive that is comparable to neighbouring authorities. II Supportive management, not focused soley on financial matters which would increase job satisfaction and moral. 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, |
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| 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. 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. 1. BETTER PAY! 2. STOP CUTTING COUNCIL TAX BILLS TO LOOK GOOD AND USE THAT MONEY TO REPLACE STAFFII 3. MORE STAFFII 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.II 5. CLEAR PROCESSII 6. THAT SERVICE MANAGER AND ABOVE ADHEAR TO THE CREATE VALUES 1. Tax reduction, Reward 1. Would rather not have a could tax reduction but it to be invested in staff where extra staff are needed. More Money in all service areas and less beaurocracy. Person centred approach rather than budget centred 1. Less processes and bureaucracy; more money, more resources for residents 1. Supportive management, not focused soley on financial matters which would increase job satisfaction and moral. Supportive management, not focused soley on financial matters which would increase job satisfaction and moral. Supportive management, not focused soley on financial matters which would be more efficient. A proactive approach in 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. Clearer direction, clearer objectives, listening to experienced people instead of d |
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| wash their hands of it, saying it's run by someone else. Please wake up on this before it's too late. 1. BETTER PAY 2. STOP CUTTING COUNCIL TAX BILLS TO LOOK GOOD AND USE THAT MONEY TO REPLACE STAFF 3.MORE STAFF 4. THAT CAREWATCH ARE REMOVED FROM THE OUTCOME BASED COMMISSIONING THEY HAVE DONE AN AWFUL JOB AND WE HAVE LET THE SERVICE USERS DOWN AND LEFT THEM VUNREABLE AND AT RISK. 5. CLEAR PROCESS 6. THAT SERVICE MANAGER AND ABOVE ADHEAR TO THE CREATE VALUES I would rather not have a coucil tax reduction but it to be invested in staff where extra staff are needed. I would rather not have a coucil tax reduction but it to be invested in staff where extra staff are needed. More Money in all service areas and less beaurocracy. Budget, Culture Adult, Children and Health Sen Person centred approach rather than budget centred Budget, Culture Adult, Children and Health Sen Less processes and bureaucracy; more money; more resources for residents Budget, Culture Adult, Children and Health Sen Less processes and bureaucracy; more money; more resources for residents Budget, Culture Adult, Children and Health Sen Financial incentive that is comparable to neighbouring authorities. Supportive management, not focused soley on financial matters which would increase job satisfaction and moral. Management of budgets and the understanding of what is needed in each department should be more efficient. A proactive 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 |
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| - Allowing the POD system to work without adding additional assessments to the already heavy case load. |
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| |
| Not sure but may be a reduction is staff turnover to give a sense stability. Change Adult, Children and Health Sen |
| 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 Sen |
| 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 Serv |
| 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. In the directorate of the directorate of the directorate of the directorate. |
| |
| A greater stable employment/work environment could assist in the moral and productivity of all staff. Change Adult, Children and Health Service Change Chan |
| If we did not have such a high turn over of staff and things were more consistant. Change Adult, Children and Health Serv |
| 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 Sen |
| Colleagues need to become better at managing and dealing with change Change Adult, Children and Health Sen |
| structure, consistency and clear processes in place Change Adult, Children and Health Sen |
| Less restructuring, more stability, giving managers back some autonomy to do the jobs they were employed to do. Listeneing to staff who know their |
| service areas well, before making decisons about what will or won't work. Less blame culture, more learning from lessons and appreciating the pressure |
| teams are under with so few staff now. Change, Culture, Being listened to Adult. Children and Health Sen |
| Stability. Hiring managers who are consistent. Valuing training that would prevent workers from constantly having to be chastised for failing to meet the |
| Lurrealistic expectations of locum managers. Adult, Children and Health Sen |
| Stable workforce with more succession planning and better middle-managers. Change, line management Adult, Children and Health Sen |
| Stability and Trusting senior management who is INTERESTED in the SUCCESS of CHILDREN and not for the money. Honesty, Openness, Individual's |
| |
| |
| Managers and HR treating their staff with respect, consideration and have feelings on how they treat their staff (how would they feel if they were treated in |
| the same way). Change, Senior leadership Adult, Children and Health Sen |
| Improvements in communication [|
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| Honesty if forward planning Communication Adult, Children and Health Serv |
| |

| More genuine involvement of staff in decisions. I | | |
|--|--|---------------------------------------|
| Better communication. | Communication | Adult, Children and Health Services |
| Anyone working outside of the town hall can feel excluded. Most emails received from the council relate to the town hall and seem to forget those who | | |
| represent the council are not always working at the town hall. We do not know the people mentioned in emails etc as we never see them. We need more | | |
| inclusion to feel part of the Royal Borough. | Communication | Adult, Children and Health Services |
| Greater transparency and consultation with residents on budget decisions and savings proposals. | Communication | Adult, Children and Health Services |
| | | |
| Less micromanagement Less micr | | |
| Being listened to as the subject matter expert, and being able to give a view that is respected. | | |
| Being empowered to make decisions | | |
| Someone actually making informed decisions in a timely way® | | |
| Being less of a knee jerk organisation, so that the long-term consequences of actions are thought through using a proper change management process! | | |
| Communications, why is it that we hear on the radio that 40 staff are being made redundant under the changes and yet it is not communicated to the staff | | |
| themselves? | Communication,Being listened to,line | |
| | management | Adult, Children and Health Services |
| Genuine communication with the workforce when undertaking major changes. IT often feels like it's done out of obligation rather than a genuine desire to | | |
| take feedback. | Communication, Change | Adult, Children and Health Services |
| Better communication. | | |
| Better IT | Communication,IT systems | Adult, Children and Health Services |
| | Communication,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. II | · · · · · · · · · · · · · · · · · · · | , |
| 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 shopfloorl | , | , |
| Better ICTI | | |
| Better pay and benefits | Cross | |
| Better joint working CMHTII | Departmental, Misc, Communication, Leaders | |
| More services for vunerable adults | hip,IT systems,Reward | Adult, Children and Health Services |
| Better promotion of the benefits available [] | p., symmetric and | , |
| The MD and senion management team/Councillors being more visible (all sites) | Cross Departmental, Senior | |
| - 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. | p,, | , |
| Pay Reward scheme is too complex and will only get worse once members are involved. | Cross Departmental, Strategic Vision, Reward | Adult, Children and Health Services |
| There is too much bureaucracy and 'politicking' | Culture | Adult, Children and Health Services |
| Flexible working I | | , |
| STOP blame culture that is of serious concern within the borough at the moment. Workers currently do not feel safe. They is a lot of scapegoating, bullying | | |
| and blaming which is impacting on our confidence and health. | Culture | Adult, Children and Health Services |
| Less bureaucracy e.g. the appraisal process which is currently too heavy and does not motivate staff. | Culture | Adult, Children and Health Services |
| Leas buteducturely e.g. the appraisal process which is currently too nearly and does not mouvate stain. Values staff and believe in their skills | Culture | Adult, Children and Health Services |
| values starf and make changes to that [] | - Canal C | , ada, Ormaron and Health Gervices |
| to so near a mano shanges to that a | Culture | Adult, Children and Health Services |
| less red tape | Culture | Adult, Children and Health Services |
| liood tod tupo | Outturo | , wait, Children and Health Oct VICES |

| Work/life balance practiced by senior management. In the senior management of the senior manage | | |
|---|--|--|
| Less last minute/reactive, more planned/proactive. | | |
| Understanding each departments functions and opportunities to identify assets in RBWM and use to our advantage. | | |
| Increased focus on relevant PPD.II | | |
| [] | | |
| Increased focus on career aspirations of staff and nurture their development to retain talent. | | |
| | Culture | Adult, Children and Health Services |
| More focus on how we create a really positive working culture. We need to improve our reputation then we will attract the best employees. | Culture | Adult, Children and Health Services |
| Making staff more accountable for time. | Culture | Adult, Children and Health Services |
| If it had less of a blame culture. Officers being able to make more decisons within their remit without continually checking with members. | Culture | Adult, Children and Health Services |
| More efficient working practices, | Culture | Adult, Children and Health Services |
| Supporting employees | Culture | Adult, Children and Health Services |
| 3 - 1 - 2 - 1 - | | , |
| 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 | GOTOTOL ETTEROTOLOGIC | / tadit, crimarerrana ricatar cervicee |
| 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 fifthy state, this has been brought to the attention of facilities but nothing | deneral Environment | Addit, Grilldren and Fleatin Gervices |
| changes. | | |
| The kitchen isn't great either, RBWM don't seem to appreciate their staff, supplying clean tea towels regularly would be a start. | General Environment | Adult, Children and Health Services |
| More available resources. It is important to allow people the time to do their work properly so the quality of the work is good rather than expecting the same | | , |
| quality in a shorter space of time. | General Environment | Adult, Children and Health Services |
| Having the correct tools/equipement to do ones work. | General Environment | Adult, Children and Health Services |
| Printers that work properly and not broken constantly. Il | deneral Environment | Addit, Officer and Fledian Cervices |
| Thirds that work properly and not broken constantly. | General Environment | Adult, Children and Health Services |
| | deneral Environment | 7 dant, Crinarerrana Flediar Cervices |
| 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 | | |
| and makes it impossible to concentrate or notes o sour work. It intended to a water that source 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. | General environment | Adult, Children and Health Services |
| 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 | |
| pering part of a team, that rules been ripped apart and spread over the building. A rhame above your original reputer, would help with mining stangetting to know 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 |
| | General Environment, resourcing | Adult, Children and Health Services |
| more resources including staff 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. | General Environment, resourcing | Addit, Criticien and Fledin Services |
| i ii | Gonoral Environment resourcing IT | |
| | General Environment,resourcing,IT | Adult Children and Health Services |
| 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 avatama | Adult Obildus and Health Ossaisse |
| systems and it is not efficient use of time. reliable IT. more desks | IT systems | Adult, Children and Health Services |
| | IT systems,Smarter Working | Adult, Children and Health Services |
| Look at who are making the major decisions and consider are they the right person for the job. | Landaushin | Adult Children and Health Comi |
| 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. I | | |
| 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. I | | |
| <u> </u> " | I andorobin | Adult Children and Health Comi |
| Medica protice on the standard and and analysis of the standard by the standar | 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, it and the state of the s | Landaushin | Adult Children and Health Comi |
| inspirational and efficient. | Leadership | Adult, Children and Health Services |

| Managers are often accountable but not directly responsible for areas of work as they are not given decision making power. This often leads to having to | | |
|--|--|---|
| work to standards below your own, but answering to them publicly. Decision making power should be delegated according the position and specialism | | |
| within the organisations. | | |
| An improvement would also be, if teams were restructured/ remits were set with views of staff taken into account. Often, operational staff have escalated | | |
| issues/ improvements to senior management for months before action is taken, if at all. There is a drive for transformation/ imporvement but the smallest | | |
| decision/ change in remit etc can take vast effort and long timescales. Il | | |
| 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, appropriate 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 | zoaming and zorolopment | riadis, crimareri aria ricanir cervicec |
| 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 |
| more openianced durining opportunities of running for durining | Ecuring and Development | radit, Children and Fledian Cervices |
| 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 |
| | g | riadis, crimaren ana ricalar corrido |
| Flexible working conditions, trusting open managment, payment by results | line management, Reward, Smarter Working | Adult, Children and Health Services |
| | Members | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| Any decisions that have been made or have been considered should be able to take place straight away instead of being put off. | Misc | Adult, Children and Health Services |
| and account and many account and account and account and account and place of any mineral of account and place of a second account and unt and account account and account and account account and account account and account account and account account and account account and account account and account account account account and account account account account and account acc | | riadis, orimaren ana ricalar corrido |
| Reduction of duplication, and availability of a wider resource base locally that would encourage client engagement. Travelling to access support is a | | |
| disincentive to engage leading to a revolving door syndrome were clients keep coming back for the same issues they were previously supported with. | Misc | Adult, Children and Health Services |
| | Misc | Adult, Children and Health Services |
| That it would look to maintaining the great facilities and provisions it once had for its residents and not look at every way to get rid of them | Misc | Adult, Children and Health Services |
| They should look at what is not being done instead of what we do really well. Look at the negatives and change them into positives is the only way forward | | , |
| in my view. | Misc | Adult, Children and Health Services |
| 1. A better IT environment: the PARIS database is an ancient, inflexible, and labyrinthine working tool. My team need a workflow application which pulls | | , |
| data from a more up-to-date data store. I don't understand the function of the on-site consultancy team - are they working towards creating a better IT | | |
| environment? This one cannot be fixed. A new one is essential. | | |
| 2. More human resources to manage the volume of work we have. I | | |
| 3. Less travel between the Maidenhead and Windsor locations - this seems to be an own-goal in terms of an efficient use of people's time. | | |
| 4. More healthy snacks in the machines. | | |
| 5. Invite members of the public to join in the Monday health walks in Windsor. | Misc, Social / Wellbeing, Workload, IT systems | Adult, Children and Health Services |
| | Recognition | Adult, Children and Health Services |
| If staff were recognised for their hard work & dedication to the job. Staff are undervalued | Recognition | Adult, Children and Health Services |
| Valueing people taking some time to understand who is good and working to keep them instead of letting good people flood out of the door | Recognition | Adult, Children and Health Services |
| Recognising the work that the team in Adult Services do and enabling staff to progress in a career rather than just a job | Recognition | Adult, Children and Health Services |
| Improved pay scales. I | | , |
| Appreciation of loyalty and hard work. I | | |
| Listening to the workers and what they need/want to improve working within the borough. More consultation with us before change. I | | |
| | Recognition, Change, Reward | Adult, Children and Health Services |
| | | , |
| Better communication and appreciation through the staffing structure, from front line staff to senior management. Adult social care have recently lost a lot of | | |
| | Recognition, Communication | Adult, Children and Health Services |
| 19 | | |

| Support and understanding from higher management and elected members, if they are given a true picture of the situation on the front line. | | |
|--|--|--|
| Higher management to speak to staff on a one to one basis about work place issues. | | |
| Consistant management who can communication without aggression and undermining staff. I | | |
| A sevice manager who can work to CREATE values. | | |
| Experienced staff to fill vacant front line positions. | | |
| Reduce number of adult service staff leaving, by taking note and action from HR leavers interviews. I | | |
| Take action on why staff keep leaving RBWM.I | | |
| Provide professional SW training for AO's. | | |
| Better payli | | |
| Employ management who are approchable. | | |
| No hot desking, II | | |
| It equipment that works. | | |
| Promote good work life balance in practice. I | | |
| Bigger budget for much needed services. | | |
| Dayer burget on much receded services.a Address care providers concerns with Carewatch.a | | |
| Aduless care providers contents with Catewatch. Value and support staff to promote good practice in the work place. If you have a content of the promote good practice in the work place. | Recognition, Communication, Senior | |
| | | Adult Children and Health Consises |
| 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 | leadership,Members,Smarter Working | Adult, Children and Health Services |
| | Danamitian Cross Danamental | Adult Obildus sad Health Osmissa |
| Bulletin that gives an introduction of the members and and case study for what a team does. | Recognition, Cross Departmental | Adult, Children and Health Services |
| Reliable it, telephones, valuing staff and the most vulnerable in the community, recognition of skill, better pay and benefits, more social workers less | | A 1 1 0 0 1 1 1 1 1 1 0 1 |
| agency staff. | Recognition,IT systems,Reward | Adult, Children and Health Services |
| | | |
| Recognition to those staff working out in the field. Common sense from staff rather than always putting obstacles in the way, creating unnecessary work. | | |
| Stop employing staff who have so- called retiered then come back as consultants on huge salarys doing jobs that can be done already in the service. look | | |
| at staff who in the past have been paid to manage staff but no longer do but are still getting paid whilst others continue to work hard with no extra pay. | Recognition,Reward | Adult, Children and Health Services |
| More consideration for the basic needs of staff (looking after them and valuing the work they do), in order to retain them. | Recognition, Social / Wellbeing | Adult, Children and Health Services |
| actions speak louder than words, and while we are told we are valued the evidence is otherwise. Cancelling the "Christmas" lunch (due in February) | | |
| without any explanation communication or apology?? Very poor. People have adapted to huge pressures and changes, not least hot desking and the | | |
| creation of the MASH room, this has created a working environment that is at times extremely stressful and difficult. A little thank you at Christmas would | | |
| have gone a long way, to have it cancelled without any explanation or comment about rearranging is just poor effort on the part of the council and makes | Recognition, Social / Wellbeing, Smarter | |
| me feel like staff actually aren't valued at all. | Working | Adult, Children and Health Services |
| Staff should be more appreciated and not have work piled upon them and being expected to cover when colleagues leave and they cannot employ | | |
| someone else. Consultation should mean that, not just be lip service. That is why so many don't submit responses - it's a waste of time! Finally there | | |
| should be better pay and even thanks for hard work rather than criticism. | Recognition, Workload | Adult, Children and Health Services |
| Faster reaction times when replacing staff/recruitment processes | resourcing | Adult, Children and Health Services |
| More staff | resourcing | Adult, Children and Health Services |
| You need to sort out the "non jobs" and stop paying to bring people in to tell you what your "people" already know - Wasting residents money | resourcing | Adult, Children and Health Services |
| I feel that more resources are needed to ensure a better delivery of services and also feel that the staff have a very important role to ensure that the council | | |
| offer the best service. | | |
| | Resourcing | Adult, Children and Health Services |
| Clear goals and strategy that actual are effective and consistent. Ensure that there is enough staff to actually do the work required as the teams are too | · · | |
| lean and are unable to cope with absences and issues | resourcing,Strategic Vision | Adult, Children and Health Services |
| better benefits for employees | Reward | Adult, Children and Health Services |
| better terms and conditions for staff | Reward | Adult, Children and Health Services |
| if I and my colleagues were paid the same as neighbouring authorities for doing the same role, we are not | Reward | Adult, Children and Health Services |
| better pay for what we are expected to do. | Reward | Adult, Children and Health Services |
| Ability to buy 15 days maximum A/L | Reward | Adult, Children and Health Services |
| Retter pay and rewards. More support from Managers | Reward | Adult, Children and Health Services |
| Bestier pay and rewards, worde support from warragers 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 | Incording | radis, Children and Health Services |
| workers would let value if they were recognised for their work- cash bonds for employee of the month of example. This would encourage an of see positives in others. | Reward | Adult, Children and Health Services |
| positives in oriens. Better pay | Reward | Adult, Children and Health Services 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 | Inewalu | Addit, Children and Health Services |
| | | |
| 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 | Damand | Adult Obildus and Health O. |
| 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, Workload, Communication | Adult, Children and Health Services |
| be made with regards to day to day practice. | | |

| Better working conditions - currently the working conditions for children's services are very poor. I am no longer able to take my child to school even | | |
|---|------------------------------------|---|
| though I work part-time as I would have no-where to work if I'm not in the office by 8am. I have wasted considerable amounts of time trying to find a place | | |
| to work when I return from appointments or trying to log on remotely - which can be a variable experience. | | |
| | | |
| Poor working conditions are a major source of stress for me and lead to inefficient use of time. | | |
| | | |
| The erosion of pay and conditions over the last few years is demoralising and leads to a feeling of being undervalued. | Reward, Smarter Working | Adult, Children and Health Services |
| A new managing director who doesnt sack staff you dont subscribe to her exact veiwpoints. | Leadership | Adult, Children and Health Services |
| Senior managers understanding and protection of front line staff, ie not continually putting staff in volatile situations and just expecting them to 'get on with | | |
| lit' | 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 usell | | |
| | | |
| | Leadership | Adult, Children and Health Services |
| I do not feel that the Senior Management Team are always 'honest' and because we are all adults working I hope for the same end result - good service I | - | , |
| appreciate honesty with good notice, being informed in an email after the official working time so that we pick up information the day something is | | |
| happening for example is not appreciated. | Leadership | Adult, Children and Health Services |
| | Leadership | Adult, Children and Health Services |
| | Leadership | Adult, Children and Health Services |
| estina management period mad man permanent atan, mateau or manim appenanente una atanggio to dentro encorre improventina. | 20000101115 | ridan, ormaron and ridan corvices |
| IT infrastructure - this is an essential tool as my job is system based. Constant freezing and poor performance is frustrating not only to end users, but IT | | |
| too - and these people have to deal with the fallout when it goes wrong. | | |
| | | |
| Senior managers and members should also been seen to be leading by example, not 'do as I say, not as I do' as can be demonstrated a bit too often. | Leadership,Culture,IT systems | Adult, Children and Health Services |
| If councillors had less power and recognised and valued the expertise of officers. Greater transparency. A MD with a narrower remit | Leadership, Members | Adult, Children and Health Services |
| If senior management were not Locum you would have more managers who are committed to be bringing change and challenge higher management if the | Leader or in p, in or in bero | radit, Children and Ficalti Corvices |
| staff have concerns not just looking forward to doing what they have to in order to be paid. | Leadership,resourcing | Adult, Children and Health Services |
| Stall have concerns not just looking to ward to doing what they have to in order to be paid. | Leader or hp, resourcing | Addit, Children and Fleatin Cervices |
| Respect from seniors. I | | |
| 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 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 sattlf 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. | Leadership,resourcing | Adult, Children and Health Services |
| stan, stan stan working unnappy and now localing targe amounts or money taking their places. | Leadership,resourcing | Addit, Children and Fleatin Gervices |
| New leadership, counsillors who actually understand the needs of the residents and listen to the Borough's employees rather than thinking they know best. | | |
| In the weatership, counsilors who actually understand the needs of the residents and listen to the boroughts employees rather than thinking they know best. | | |
| Fair and accurate pay in line with other boroughs! | | |
| an and decende pay in the wint office bureaging | Leadership,Reward,Members | Adult, Children and Health Services |
| A desk that is mine and the ability to work in close proximity to my team. | Smarter Working | Adult, Children and Health Services |
| A desk triat is finite and the ability to work in close proximity to my team. No hot desk | Smarter Working Smarter Working | Adult, Children and Health Services |
| More desks so teams can sit together and can build relationships rather than just meeting every two weeks at team meetings. | Smarter Working Smarter Working | Adult, Children and Health Services |
| office space so that staff could come into the office to work, knowing that a desk is likely to be available. This would enable team working instead of the | Omarter working | Addit, Children and Health Services |
| Onice space so that start could come into the onice to work, knowing that a desk is likely to be available. This would enable team working instead of the individual silos we are trapped in. | Smarter Working | Adult, Children and Health Services |
| Tributious since we are trapped in. Storage space for resources. Reliable access to a desk and computer. Being able to network with work colleagues when in the office. A locker. Reliable | Omarter working | Addit, Children and Fleath Services |
| | Smarter Working | Adult Children and Health Services |
| access to the computer system when having to use laptop in the office. Not having to struggle to find a desk. I | Smarter Working | Adult, Children and Health Services |
| Not raving to sauggle to find a desk Having a locker | | |
| Having somewhere to meet with colleagues to really feel part of a team - where you can speak freely and in confidence about clients and how to | | |
| | Smarter Working | Adult, Children and Health Services |
| | Smarter Working Smarter Working | Adult, Children and Health Services Adult, Children and Health Services |
| ranowing that i could always find a place to do essertial admini work father than waste time scrapping round for a free place to work | omarter vvolking | Addit, Children and Fleath Selvices |

| I think the working conditions are very difficult with many people struggling to get a desk. I have worked in two other councils that hot desk and it was no | | |
|--|---|--|
| way near as hard to find somewhere to work. A lot of time and energy is wasted trying to find somewhere to sit and I am often in the corridor. It becomes a | | |
| stressful race for people to get in earlier and earlier which is unfair on those that can't do so. | Smarter Working | Adult, Children and Health Services |
| Less hot desking which is stressing out the workers who cannot find a place to sit. | Smarter Working | Adult, Children and Health Services |
| Fewer cases for social workers, more social work staff, a more sensible solution to car parking, council organised and funded work socials (e.g Christmas | | |
| meal/ party?), greater support and appreciation for difficulties during periods of change, more desk space, improved communication between senior | | |
| management and staff on the ground the list could go on. □ | | |
| | | |
| This council has the potential to be an excellent service provider and workplace, but currently it seems like it is exploiting it's employees by overworking and | | |
| under-supporting them. This may be the case in social services departments nation-wide, but you have the opportunity to run things differently. If you're not | | |
| careful, you run the risk of losing your best social workers and you're back to square one. | Social / Wellbeing, Communication, Workload | Adult, Children and Health Services |
| The council needs to have more strategic direction which empowers their staff and encourages them to work rather than dishearten them. There needs to | 3 ,, | , |
| be investment and improvement in IT systems to replace the antiquated systems and infrastructure in place. When people talk about Lean they should be | | |
| not be talking about losing staff rather than improving processes and the authority needs to be working more closely with the voluntary sector and health | | |
| organisation to ensure better service, transparency of information and work towards the outcomes for the better care fund and providing better quality of | | |
| life. | Strategic Vision,IT systems | Adult, Children and Health Services |
| Structure, the staff turn over rate is extremely high which unsettles the structure. Management need to look into why staff leave so often and why they are | Suatogic Victori, i Systems | ridan, ormarerrana ricalar cervices |
| not retaining staff. POD system works well when fully staffed which has not being the case the last few months making it difficult. | Structure / Turnover | Adult, Children and Health Services |
| Flexible working hours | Workload | Adult, Children and Health Services |
| Staff retention of social workers so workload pressures are not impacting on the already very good staff, as they will leave. | Workload | Adult, Children and Health Services |
| Start retention of social workers so working pressures are not impacting on the already very good start, as they will reave. More staff to enable increased demand on current staff to be managed effectively. | Workload | Adult, Children and Health Services |
| whole start to entable increased demand on current start to be managed enectively. To put less pressure on their staff | Workload | Adult, Children and Health Services |
| Op to less pressure on rivers starr More staff to share workload to ensure a good work/life balance | Workload | Adult, Children and Health Services |
| More starr to snare workload to ensure a good workline balance | VVOIKIOAU | Aduit, 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 | M-dd-d | |
| imperative that we too embody that which we expect and strive to create within our residents/community. | Workload | Adult, Children and Health Services |
| Being paid an hourly rate based on the actual hours worked rather than a salary as there is no overtime payable at present and most members of staff are | | |
| working through lunch times and arriving early and staying late on a regular basis to get the job done. | Workload,Reward | Adult, Children and Health Services |
| <u></u> | | |
| 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, Senior | |
| 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. | leadership,Culture,Members | Adult, Children and Health Services |
| Less interference from members. More clear goals from Directors. Time and resources to do your job and not rushing from one crisis to another | Workload, Strategic Vision, Members | Adult, Children and Health Services |
| | | |
| What might possibly make the council a better workplace? | | |
| | | |
| A staff council comprising representatives from all departments (not management) To provide feedback on how staff perceive events / changes / proposed | | |
| changes / work environment / morale / any matters that matter to the general staff. And also to make suggestions. In this way possibly a different | | |
| perspective will be filtered upwards. | | |
| | | |
| Not running out of paper and washing up liquid in the kitchen. Toilets never feel or smell clean. Many people would rather use the first floor toilets. I | | |
| h | | |
| I don't think CREATE values have been effective. I can't even remember what the C.R.E.A.T. and E. stand for. So less stuff like this. Why is it necessary? | | |
| I obviously missed the point of it all. | Being listened to | Operations and Customer Services |
| More respect, regard and support from Team Leader/Managers | g | Specialismo una Guolomor Gervices |
| | | |
| Less cutting of personnel & expecting one person to take on the job of two or three | Being listened to | Operations and Customer Services |
| Less cutting of personner a expecting one person to take on the job of two or times. To show more support to staff who are often residents as well with two viewpoints. | Being listened to | Operations and Customer Services |
| take greater notice of the advice provided by experienced officers | Being listened to | Operations and Customer Services Operations and Customer Services |
| tane greater fronce or the advice provided by experienced unicers | Deling ligration to | Operations and Customer Services |
| Social library management not having to warry shout hydrote being out your on your or being judged too bequity on first retires in a secure of the secure of | Budget | Operations and Customer Services |
| Senior library management not having to worry about budgets being cut year on year, or being judged too heavily on fluctuations in performance figures. | Budget | Operations and Customer Services |
| A more realistic approach to raising revenue to provide improved services, e.g taking advantage of the government's agreement to increase council tax by | Dudant Course II Tourse du ation | 0 |
| 2% for social care. | Budget,Council Tax reduction | Operations and Customer Services |
| Less cuts to vital services. More investment in ICT. | Budget,IT systems | Operations and Customer Services |
| | | |

| Properly resourced services with clear objectives | Budget,Strategic Vision | Operations and Customer Services |
|---|---|--|
| More opportunity for advancing | Career progression | Operations and Customer Services |
| Oportunities for personal improvement are not always obvious. There are not many opportunities to go on courses, work with other service areas or 'move | | |
| up' within Customer Services. | Career progression | Operations and Customer Services |
| Being able to progress within the department. | Career progression | Operations and Customer Services |
| Less new ideas constantly and instead maintain what we have in place as a priority. | Change | Operations and Customer Services |
| More consistency - less reliance on stats | Change | Operations and Customer Services |
| Less reorganisations | Change | Operations and Customer Services |
| Stop ending processes which have worked successfully ie stationery ordering without having a new system actually up and running. This happened again | | |
| when the cash office was closed causing all sorts of problems. Sometimes the financial control systems that are in place stop us providing the best value | | |
| service to customers as we are unable to purchase from them as we can't use the pcard (banned category) and there is a reluctance to set some suppliers | | |
| up as orders are 'small' ie less than £500. | Change, Budget | Operations and Customer Services |
| Better communication to staff at all levels[| | |
| Clarity on roles, responsibilities and resources | | |
| Consistency across the organisation | | |
| Seeing initiatives through and coordinating changes | Change, Communication | Operations and Customer Services |
| Better collaborative working, clear, concise and timely communications. The rumour mill is very effective within the Borough. Clear strategies for short, | | |
| medium and long term business plans. What actually is the council's vision and mission -other than the need to cut council tax? We are constantly working | | |
| unnecessarily in crisis mode due to poor planning and senior managers who make knee jerk decisions. | | |
| | Change,Communication,Cross | |
| Need a robust senior management team who can lead the council and are empowered to be able to control the polictical whims. | Departmental, Strategic Vision | Operations and Customer Services |
| Stop trying to cut the Council Tax and give employees the ability to do their jobs. A constant worry is the threat of losing jobs - not condusive to a calm | | P |
| environment. | Change,Council Tax reduction | Operations and Customer Services |
| | g-, | |
| Stop changing, whilst we need to be adaptable, we don't need to keep re-inventing the wheel. We need to adopt a strategy, bed it in and stick to it. | Change,Strategic Vision | Operations and Customer Services |
| A change of direction from sharing services and not being the leads. Retaining experienced staff and rewarding staff that do the day jobs, a paeriod of | | operations and sustemer services |
| stability would help moral. | Change; Reward | Operations and Customer Services |
| Being in a community library makes it hard to feel connected to the whole council, when we only regularly see other libraries and their staff. | | |
| | | |
| I virtually never go to the Town Hall, except for the very occasional all-council briefing, and similarly Town Hall staff/officers never come to visit, unless they | | |
| are new to their post and want to make an impression. | | |
| | | |
| Council information is well presented, but so much is not relevant that it can become a chore to read through the weekly messages and pick out what is | | |
| important to ME and my job. Could there be a colour coding or flag system on the Borough Bulletin to indicate 'only relevant for this directorate / useful for | | |
| everyone'? [| | |
| | | |
| answered 'disagree' to questions about the council's direction and budget because I fundamentally disgree with their obsession over reducing Council | | |
| Tax. An extra few pounds a year would make all the services so much healthier, even freezing it at the current level would help the residents. PLEASE do | | |
| not continue this downward spiral. | | |
| | | |
| By the same token, I am constantly stressed by the amount of different tasks expected of me and my colleagues, with less money and the same working | | |
| hours. I enjoy my job, which is why I am still here, but it is DESPITE the council's leadership, not because of it. I value the support of my colleagues and | | |
| team so much more than faceless members and officers, who seem to argue over the cost of everything. | | |
| team so mach more than faceless members and onicers, who seem to argue over the cost of everything. | Communication | Operations and Customer Services |
| More interaction with the managers | Communication | Operations and Customer Services |
| worse interaction with the interlargers. To implement ideas where appropriate and improve communication. | Communication | Operations and Customer Services Operations and Customer Services |
| To imperiment uses where appropriate and improve communication. Being more transparent not allowing rumours to fester and team spirit and devotion to duty to be eroded. | Communication | Operations and Customer Services Operations and Customer Services |
| certify more transparent not allowing fundous to reside and team spirit and devotion to duty to be endoded. 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 | Communication | Operations and Customer Services |
| 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 | | |
| while senior managers understanding the bigger picture of the council and not just their area, in terms of what services, skills, data other departments can offer. | Cross Departmental | Operations and Customer Services |
| Listening more to needs ofresidents, and ideas and needs of the staff who will deliver services to the residents. Working closer together within departments | отоза реранитента | Operations and Customer Services |
| Listerning more to needs oriesticents, and ideas and needs or nestain who will deliver them. Better reviews to the residents, who kind close 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 | | |
| land Directorates to be innotative in what services they deliver and now they deliver them. Better reviews of now money is actually being spent and why, to reduce any overspends. | Cross Departmental Boing listens 4 to | Operations and Customer Services |
| | Cross Departmental, Being listened to Culture | |
| More colour and creativity!! | | Operations and Customer Services |
| understanding | Culture | Operations and Customer Services |
| Continuous and Directors and to take a state of the support in the field. | | 1 |
| Senior managers and Directors need to take notice of the experts in the fieldjunior managers below team leaderinstead of protecting their own jobs | | |
| | Outhors | |
| being yes men and womenso worried about putting foward financial savings that have lost respect of their junior staffcompletely!!!! | Culture | Operations and Customer Services |
| being yes men and womenso worried about putting foward financial savings that have lost respect of their junior staffcompletely!!!! Less favouritism, all staff should be given the same rights. Managers should be checking on staff that work remotely. A more open culture | Culture Culture Culture | Operations and Customer Services Operations and Customer Services Operations and Customer Services |

| Consistent observance of the CREATE values by the Members, Leadership Team and colleagues. | T | T T |
|--|--|---|
| Stretching but more realistic ambition taking account of the level of resources that are available. | Culture | Operations and Customer Services |
| Surequiring but more reassure amount taking account of the level of resources that are available. Less bureaucracy! | Culture | Operations and Customer Services |
| Less bureaucracy, it takes so long for decisions to be made, and there are so many levels of decision making, that it takes a very long time for things to | Culture | Operations and Customer Services |
| Less bureautacy, it takes so long for decisions to be made, and there are so many levers of decision making, that it takes a very long time for timings to happen. | Culture | Operations and Customer Services |
| Trust staff to do thier job. | Culture | Operations and Customer Services |
| The managers above me appear to be ok at managing the staff below them but would never challange staff at a higher level, this I feel is weak | Culture | Operations and Customer Services |
| | Cultura lina managament | Operations and Customer Services |
| management and in fact not management at all. | Culture,line management Culture,resourcing | |
| More forward thinking, risk willing managers, who have broader experience than just local government | | Operations and Customer Services Operations and Customer Services |
| More care and feeling towards its staff Cut the red tape to make decisions possible. I | Culture,Social / Wellbeing | Operations and Customer Services |
| | | |
| don't believe the councillors do listen to publica minor example is council tax should be increased to pay for the increased social service costs. Information | Outhorn Manchan | 0 |
| is a one way exercise and no-one listens anyway | Culture; Members | Operations and Customer Services |
| Give staff the resources to bring the council into the 21st century. | General Environment | Operations and Customer Services |
| Better resources - printers, scanners etc | General Environment | Operations and Customer Services |
| Resorces | General Environment | Operations and Customer Services |
| Clean offices. Clean kitchen amenities. In fact a thorough clean up of the offices toilets etc would be a good thing. | General Environment | Operations and Customer Services |
| more working from home to encourage smarter working, parking for all staff on site, for example! | | |
| convert Grove Road car park to staff only, I | | |
| improve office chairs and desk space, [| | |
| more benefits namely discounts on local facilities recreation centers, places of interest, restaurants and other local business. | General Environment, Change, Social / | |
| Team building activities during re-organisations / consultations. | Wellbeing | Operations and Customer Services |
| Having IT systems that work, having the correct equipment to allow staff to do their jobs efficiently, i.e. the colour MFD was taken away from us so we now | | |
| have to walk to a colour MFD when dealing with customers who have paid for the services. | | |
| | | |
| Updated equipment and PC's. | IT systems | Operations and Customer Services |
| better IT systems, more reliable and streamlined | IT systems | Operations and Customer Services |
| Senior leadership freedom to make decisions and complete work through to the end | Leadership | Operations and Customer Services |
| More training opportunities. | Learning and Development | Operations and Customer Services |
| | | |
| More communication on what different departments are doing. Staff need more training on what the depts in the Borough do | Learning and Development, Communication | Operations and Customer Services |
| | | |
| More training and more understanding from Management | Learning and Development, line management | Operations and Customer Services |
| | | |
| Staff that communicate more. Management level is poor in this area. Stats are a nuisance as you can't say how long a call will take so taking breaks is | | |
| never going to tally up with whats required. Also you feel like your being watched all the time in terms of if you go to the toilet or make a cup of tea. | line management | Operations and Customer Services |
| Regular team meetings. | line management | Operations and Customer Services |
| Better support, less micromanaging. | line management | Operations and Customer Services |
| Have answered these survey questions based on 'manager' being my manager not line manager (team leader). Too many managers not listening to | | |
| frontline staff and far too much cronyism which prevents within budget successful work/projects being completed. Our IT system is a good example - it's | | |
| worse over the past 4 years than it has ever been with money being wasted as standard practice | line management,IT systems | Operations and Customer Services |
| I am also a resident and find that my desire to play a bigger part in my community is in conflict with working for the council - an issue that members do not | | |
| have to worry about. | Members | Operations and Customer Services |
| Councillors not calling all the shots to improve their alter egos and expecting changes to be made without discussing with officers first. Some things just | | |
| aren't possible or cause major upset with residents and our volunteers. I | | |
| | | |
| More value placed on volunteers to help run our services. They have a voice too but rarely get listened too by the Councillors. | Members | Operations and Customer Services |
| More transparency from the Councillors and listening to staff first- especially those at the front line. | Members | Operations and Customer Services |
| less member involvement and red tape. Let officers and directors get on with their jobs | Members | Operations and Customer Services |
| the filter between councillors and officers been clearer. | Members | Operations and Customer Services |
| Greater appreciation and respect for the professional expertise of officers from Members. Members trusting officers to make delegated decisions on certain | | |
| matters. All Members continuously demonstrating the CREATE values. | Members | Operations and Customer Services |
| A better understanding by the members of what the staff actually do to provide a good service to residents, isnt always obvious that they are aware of what | | |
| staff do. | Members | Operations and Customer Services |
| Less direct interference from councillors. | Members | Operations and Customer Services |
| Less direct involvement from Councillors where unqualified elected people are telling subject matter experts how to do their job. i.e. trust the experts to | | |
| deliver the manifesto commitments. We cannot continue to cut staff and expect them to do more, to the same quality. | Members | Operations and Customer Services |
| Less pandering to councillors and working to make it a better place for residents | Members | Operations and Customer Services |
| is the council really so poor it has to make service cuts year on year? Cuts that are just about money not service? | | 2171000 |
| How can the Cllrs have a 'pay' rise when the rest of the Council are having to lose staff and budgets? | Members,Budget | Operations and Customer Services |
| to a second to the second to t | 1 , | |

| | | T. |
|--|--|---|
| 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 | Maranhara Okaman | 0 |
| senior management turn over and stop constantly restructuring the teams 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 | Members,Change | Operations and Customer Services |
| | Mambara Changa | 0 |
| not be afraid to say NO to Cllrs. 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 | Members,Change | Operations and Customer Services |
| Long term plans should be clearer to stall. Too many people worly about now their fole may change and are kept in the dark. At least that's now it is percieved. | | |
| percieved. II Also, some of my colleagues in the Steetcare dept. were given letters indicating possible redundancy. Around the same time, it was rumoured that | | |
| Asso, some or my conleagues in the Steedcare user, were given netters 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! | Mambara Changa Cammunication | Operations and Customer Services |
| | Members, Change, Communication | |
| Less interference from but greater support from the elected members. Value and retain staff. Stop cutting staff to cut costs. Better planning knowing what is expected and not being under constant threat of redundencies. | Members, Change, Recognition, Budget | Operations and Customer Services |
| Detter planning knowing what is expected and not being under constant threat of redundericles. If the constant threat of the constant threat threat of the constant threat of the constant threat of the const | Mambara Changa Stratagia Visian | 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 | Members, Change, Strategic Vision | Operations and Customer Services |
| | Mambara Caunail Tau raduation | Onerstiens and Customer Comitees |
| one. Empower staff, fewer members, members who were strategic rather than operational. | Members,Council Tax reduction Members,Culture | Operations and Customer Services Operations and Customer Services |
| Empower start, rewer members, members who were strategic rather than operational. Whereas previously RBWM had a good reputation as an employer and had good pay and conditions compared with other authorities, this position is being | Wernbers, Culture | Operations and Customer Services |
| whereas previously haven had a good reputation as an empiryer and need good pay and continuous compared with other automates, and position is being swiftly evided. RBVM has a lot of hard working dedicated staff who feel under valued. Also, there is no indication that Members either value or appreciate | | |
| swing eroded. Individuals a locustrate working declarated stati who leef under valued. Also, there is no indication that weither value or appreciate the staff that deliver the services of the Council. | Members,Reward,Recognition | Operations and Customer Services |
| the stan that device the services of the council. Leadership team and members should recognise the extent to which staff have absorbed cuts in resources, taken on additional work and responsibilities, | Members,rreward,rrecognition | Operations and Customer Services |
| 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 earling significantly less in real terms, and commodus erosion of benefits and pensions. Standard the authority's most valuable asset but this seems to go unroughised. | 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 | Members, Seriior leadership, Budget | Operations and Customer Gervices |
| judgement. The councillors have knee jerk reactions rather than long term honest fixes which occasionally means standing up to the residents and | | |
| explaining the decisions. This leaves a quick fix but no long term solutions. More trust is needed toward the officers. And an understanding that the open | | |
| plan working does not work for every role or staff member. Senior management should trust their middle management to highlight any issues with staff | | |
| rather than dictating from above which often creates more unecessary work and ill feeling. | | |
| The reshuffling that has been ongoing over the last few years has left its mark, and departments have changed names in what feels like a weekly basis | | |
| making it difficult to understand who is where and dealing with what. Each new senior manager in post wants to stamp their own mark and with the high | | |
| turnover of senior management this has left a confusing trail of often unecessary changes. | | |
| 3 | 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 | |
| Clirs allowing officers to do their job without interference which leads to policies being ignored bent to suit particular Clir(s) | leadership,Communication,Recognition | Operations and Customer Services |
| Directors and managers listen to your staff because they have the knowledge and treat them with respect. Once a decision is made stick to it, don't change | | |
| half way through. Improve the IT System by employing more IT Staff in stead of making redundencies - investment in people. Stop trying to run the | | |
| authority as a business, we are not a money making organisation. Promote directors from within and stop employing merceneries who are only here for the | | |
| money. | Members,Senior leadership,IT systems | Operations and Customer Services |
| Leadership team, Councillors - recognising and rewarding the hard work undertaken by employees. | Members,Senior | |
| Allowing employees to do their jobs, and not cutting jobs just to gain savings, let it fit for purpose. | leadership,Recognition,Budget | Operations and Customer Services |
| 1. Either increase staff members or decrease workload - other ways of saving money need to be implemented instead of reducing the ground level staff - | | |
| there is too high a workload for some staff with no view to increase staffing levels - this causes bottlenecks in processes! | | |
| | | |
| 2. Allow the subject matter experts to make necessary judgement calls - often decisions are made by senior management or lead members whi do not | | |
| have as much experience in that subject as the staff member - yet it is the staff members that have to do the work and deal with any consequences, not the | | |
| membersI | | |
| 2 I totally understand and care with hydraton, constraints, but there are other constraints, usually process related. | | |
| 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 Workland Budget | Operations and Customer Comition |
| more efficient | Members, Workload, Budget | Operations and Customer Services |
| Extending bus services between Windsor and Maidenhead past 7pm. | Misc | Operations and Customer Services |
| Get rid of all of the "yes" people and start coming up with logical and practical solutions that work and are legal | Misc | Operations and Customer Services |
| ALL staff to be as engaged and realise that they all play a part in engaging with the outside world even if they are "back end" staff. Better communications | Mico | One westigment and Occasional Committee |
| and understanding of other areas | Misc | Operations and Customer Services |
| AS ABOVE SAME AS Q12 | Misc Misc | Operations and Customer Services |
| Colleagues who are willing to assis and understand the requirements of the job. | | Operations and Customer Services |
| unable to answer at this stage | Misc | Operations and Customer Services |

| No more core hours | Misc | Operations and Customer Services |
|--|--|--|
| Not masting your time for months working on projects only to have them rejected at the last minute. | Misc | Operations and Customer Services |
| Not washing your uniter or informatis working on projects only to have them rejected at the last minute. 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. | IVISC | Operations and Customer Services |
| recognise in which for the onicers do both by management and elected members, a simple bit of recognition goes a long away and elected ages officers to work harder. | Decembin | 0 |
| | Recognition | Operations and Customer Services |
| The thoughts of people in smaller departments are not asked for or heard. | Recognition | Operations and Customer Services |
| Better and good feed back from senior management | Recognition | Operations and Customer Services |
| feeling valued | Recognition | Operations and Customer Services |
| staff appreciation | Recognition | Operations and Customer Services |
| stop letting expeienced staff go | resourcing | Operations and Customer Services |
| Not to employ incompetent consultant to "manage" staff. | | |
| Listen to staff when raising this issue. | | |
| Not to waste money by forcing highly qualified and paid staff to do admin work. | resourcing | Operations and Customer Services |
| keeping services in house | resourcing | Operations and Customer Services |
| Stop making front line staff redundant. GEt rid of some of the higher managers. | resourcing | Operations and Customer Services |
| If they provided all employees with an inflationary annual pay rise rather than ignoring most employees and just rewarding those who have a kind manager. | | |
| Those deemed as Good workers do not get an inflationary pay rise | Reward | Operations and Customer Services |
| A better understanding of time to achieve goals if different for part time workers. Feel under pressure to achieve what would normally be done in full time | | |
| hours. I | | |
| A regular pay increase to keep up with cost of living. | Reward | Operations and Customer Services |
| Rewards for staff now doing two peoples jobs | Reward | Operations and Customer Services |
| Cut councellor and higher management wages and pay front line hard working staff more. | Reward | Operations and Customer Services |
| Performance measurements / targets are over-emphasises and more importantly, they measure the wrong thing. We cannot progress whilst focussed | T to mana | Operations and Gusterner Cervices |
| solely on achieving these. | Reward | Operations and Customer Services |
| Staff being rewarded for hard work and being paid a salary which matches other boroughs when looking at specific job roles | Reward | Operations and Customer Services |
| State pay removed for hard work and being pain a salary which matches duter boroughs when roughly at specific por roles Better pay more staff and less overpayed upper management | Reward | Operations and Customer Services |
| better pay, more start and less overlapaged 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 | Newalu | Operations and Customer Services |
| | | |
| as an option and the Council has fallen down. | | |
| Better career progression and options for staff to do other things and take on other roles. | Reward,Career progression | Operations and Customer Services |
| Improve Communication® | | |
| Improve Reward System | Reward, Communication | Operations and Customer Services |
| | | |
| More working space, better salary. | Reward,General Environment | Operations and Customer Services |
| More working space, better salary. | Reward, General Environment | |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass | Reward,General Environment Reward,General | |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our | Reward, General Environment Reward, General Environment, Recognition, Budget, Council | Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass | Reward,General Environment Reward,General | |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! | Reward, General Environment Reward, General Environment, Recognition, Budget, Council | Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our | Reward, General Environment Reward, General Environment, Recognition, Budget, Council | Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! | Reward, General Environment Reward, General Environment, Recognition, Budget, Council Tax reduction | Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! > If management & members actually asked for our input & listened to what we have to say rather than just pay us lip service. | Reward, General Environment Reward, General Environment, Recognition, Budget, Council Tax reduction | Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! > 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? | Reward, General Environment Reward, General Environment, Recognition, Budget, Council Tax reduction | Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! > 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 | Reward,General Environment Reward,General Environment,Recognition,Budget,Council Tax reduction Reward,IT systems,Being listened to | Operations and Customer Services Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! > If management & members actually asked for our input & listened to what we have to say rather than just pay us lip service. > A cost of living pay rise would be good, especially when the council plans to increase council tax, where am I supposed to find an additional 2 or 4% when my salary hasn't increased for 5 years? > If decisions were made on new software or upgrades in a timely manner & were actually implemented rather than waste time & money doing nothing | Reward,General Environment Reward,General Environment,Recognition,Budget,Council Tax reduction Reward,IT systems,Being listened to Reward,Learning and | Operations and Customer Services Operations and Customer Services Operations and Customer Services |
| More working space, better salary. An increase in salaries, recognition of our hard work, not basing everything on budgets, adjust the council tax to reflect what is really happening at grass roots levels, so that more can be achieved within the council and maintaining the decoration and cleanliness of the internal building, would make our working lives so much better! Please consider the staff that are working here so that they can perform excellent customer services to residence! > If management & members actually asked for our input & listened to what we have to say rather than just pay us lip service. > A cost of living pay rise would be good, especially when the council plans to increase council tax, where am I supposed to find an additional 2 or 4% when my salary hasn't increased for 5 years? > If decisions were made on new software or upgrades in a timely manner & were actually implemented rather than waste time & money doing nothing better communications, financial reward, and (modern relevant training) | Reward,General Environment Reward,General Environment,Recognition,Budget,Council Tax reduction Reward,IT systems,Being listened to Reward,Learning and Development,Communication | Operations and Customer Services Operations and Customer Services Operations and Customer Services Operations and Customer Services |
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| Better resources. Improved management understanding of service needs. Better Member understanding of service & resident needs. Having the tools to | | |
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| 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 I | | |
| 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 |