



2017 Employee Survey

Report on the Analysis of Survey Responses

September 2017

Contents

1	Executive Summary	3
2	Introduction	4
2.1	Background.....	4
2.2	Report format and methodology	4
2.3	Response level.....	5
3	Key Findings	8
3.1	Highest and lowest scoring areas.....	8
3.2	Year on year comparison	10
3.3	Summary index.....	12
3.4	Engagement Index.....	14
3.5	Key Driver Analysis	15
4	You and Your Job	17
4.1	Your job	17
4.2	Overall Job Satisfaction	19
5	Leadership and Senior Management.....	22
6	Supervision.....	25
7	Communication.....	27
8	Training, Performance and Development	30
8.1	Attitudes towards Training, Performance and Development.....	30
8.2	Appraisals	32
9	Change	33
10	Workforce Culture	38
10.1	Introduction.....	38
10.2	Management and Team	39
10.3	Work Related.....	41
10.4	Behaviours	43
11	Employee Engagement	45
12	Health and Safety.....	47
13	Benchmarking	48
14	Respondent Profile	49

1 Executive Summary

In June 2017, Moray Council undertook its sixth organisation-wide survey of employees. All 4,678 employees within the organisation were given the opportunity to complete a survey, either via a postal questionnaire or electronically and 1,959 responses were received, giving an overall response rate of 42%.

Encouragingly, as was seen in the 2015 survey, the results continue to provide a sense that staff enjoy their work, are clear of their duties and responsibilities, are clear about what is acceptable and unacceptable behaviour in the workplace and are aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment in the workplace. Employees have an increased awareness of the challenges that face the Council over the next few years, despite knowing that there are challenges, employees continue to feel motivated to do a good job and go 'the extra mile' when required.

A number of key points are evident from the results:

- The overall response rate significantly increased from 31% to 42%.
- The overall engagement index score for the Council has increased from 70% to 73%.
- There are more positive views about Workforce Culture increasing from 64% to 72%.
- Levels of unacceptable behavior/bullying have decreased from 19% to 16%.
- Overall employees have reported more positive views than in 2015 in a number of areas, more notably in the completion of a development activity/session in the last 12 months.
- There are less positive views when it comes to knowing what elected members do, with the largest decrease across all questions since 2015 (55% to 36%).
- Less employees have experienced change in the past 2 years (65% to 44%).

2 Introduction

2.1 Background

This survey was carried out by means of a self-completed questionnaire, with the objective to measure current employee views and attitudes. The survey was distributed to all Moray Council employees. The following report provides a summary of the key findings derived from the survey.

2.2 Report format and methodology

The start of the report sets out the response rates to the survey by method and department and also highlights highest and lowest scoring sections and key index scores. Thereafter the report is laid out in sections relating to the order of questions asked in the survey.

In most surveys it will be the case that some groups are over-represented in the raw data and others under-represented. The data was weighted by applying a weighting factor to each department to ensure the data is representative of the staff population working throughout Moray Council.

Each section shows the response to the question for the council overall and a table showing the percentage change compared to the last employee survey in 2015 shown with green and red also highlighting upwards or downwards percentage changes. Care should be taken in comparing this with the 2015 survey figures due to the change in management and staffing structures within departments. Where relevant, the data in each section is also shown to departmental level, highlighting any deviations from the average response using either green for a 10% or more deviation upwards and red for a 10% or more deviation downwards.

At the end of the report there is some additional information about the demographic profile of the survey respondents and also tables of the responses to each section by service.

The data used in this report is rounded up or down to the nearest whole percentage point. It is for this reason that, on occasions, tables or charts may add up to 99% or 101%. Where tables and graphics do not match exactly to the text in the report this occurs due to the way in which figures are rounded up (or down) when responses are combined.

All data used within this report is based on valid responses. This means that where an employee may not have given a response, this is excluded from the figures, except where noted. Where some employees have chosen not to state which department they work for this has been excluded from departmental breakdowns and data has been reweighted appropriately.

Benchmarking has been undertaken by relating Moray Council survey results against responses to the averages seen in two other Scottish Local Authorities' most recent employee surveys.

2.3 Response level

All 4,678 employees within the organisation were given the opportunity to complete a survey, either via a postal questionnaire or electronically. An electronic survey was made available to 4,147 employees via an emailed hyperlink and a paper questionnaire was distributed within the workplace to 531 staff. In addition, a number of drop-in sessions were held across various locations encouraging participation amongst employees. The following table displays the response rates achieved by the two different distribution methods:

Table 1 - Returns and Response Rate by distribution method

Distribution method	Sent out	Returns	2017 Response Rate (%)	2015 Response Rate (%)	2013 Response Rate (%)
Paper questionnaire	531	326	61.39%	9.5%	8.3%
Online / electronic survey	4,147	1,633	39.38%	35.2%	29.9%
Total	4,678	1,959	41.88%	30.65%	25.3%

A total of 1,959 responses were received, giving an overall response rate of 41.88%. This is an 11.23% increase on the rate achieved in 2015 (30.65%). Since the introduction of employee surveys, 2017 has achieved the highest response rate ever with the previous highest response rate achieved in 2011 (36%).

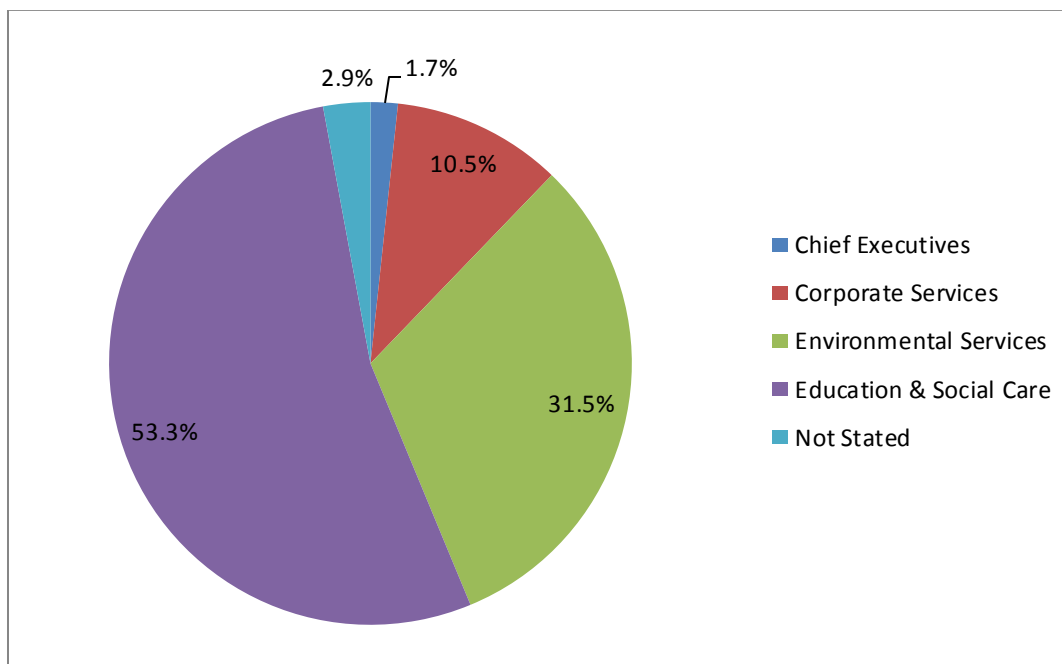
Confidence levels show how accurate estimates are. The whole sample is subject to a maximum standard error of +/-1.7% at the 95% confidence level on an observed statistic of 50%. Therefore, we can be 95% confident that responses are representative of those that would be given by all employees, had each employee completed a questionnaire, to within +/-1.7% of the percentages reported.

E.g. if a satisfaction score of 50% is given for a particular question, we can be 95% confident that if we had actually gained a response from every staff member at the Council, the score would lie between 48.3% and 51.7%. This is a good level of confidence and compares favourably with a maximum standard error of +/-2.17% achieved and reported in 2015. At service level the confidence level intervals tend to have a wider span and indicating a lesser level of confidence in the results.

As there have been some changes in departments and section staffing structures since 2015 a direct comparison of response rates by departments and sections cannot be undertaken. The following table presents the number of responses by departments within services, with the associated confidence interval shown. It is important to consider the confidence in the data whilst engaging with the results in this report, especially where the sample bases are small.

A number of respondents chose not to state their department / section, perhaps to retain anonymity despite no names being required to be submitted against responses, they are categorised as 'Not Stated'.

Figure 1: Response rate from Department as proportion of all responses



Looking at the individual departments within the Council, Education & Social Care returned the highest number of completed questionnaires. Compared to 2015 there are minimal fluctuations, this is most notable within Education & Social Care who decreased slightly from 57.2% in 2015 to 53.3% in 2017. Contrary to this there was a slight positive improvement within Environmental Services with responses increasing from 27.8% in 2015 to 31.5% in 2017.

Looking at individual services, it is worth highlighting a significant increase in responses within:

- Waste (Direct Services) increasing from 16.4% to 57.9% (+41.5%)
- Catering increasing from 11.4% to 42.4% (+30.8%)
- Lands & Parks increasing from 37.2% to 67.5% (+30.3%)

Table 2: Survey response level by Department and Service

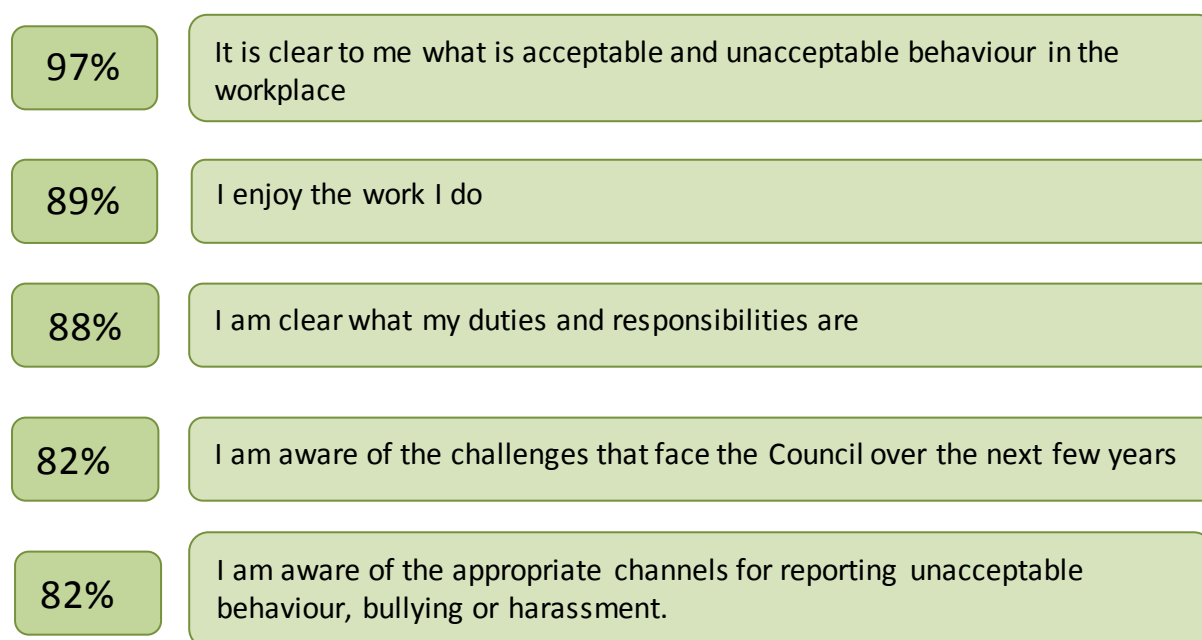
Department, Service & Section	Returns	Confidence Interval	Response Rate
Chief Executives	33	+/-9.41%	70.2%
CORPORATE SERVICES	206	+/-3.96%	66.5%
HR and ICT (Corporate Services)	85	+/-4.47%	82.5%
Financial Services & DBS (Corporate Services)	52	+/-6.8%	75.4%
Legal & Democratic (inc Customer Services & Tax & Benefits - Corporate Services)	69	+/-8.37%	50.0%
ENVIRONMENTAL SERVICES	618	+/-2.95%	44.1%
Development Services (inc. Museums)	56	+/-9.08%	52.3%
Catering (Direct Services)	97	+/-7.58%	42.2%
Cleaning & Facilities (Direct Services)	86	+/-8.79%	31.0%
Lands & Parks (Direct Services)	54	+/-7.65%	67.5%
Waste (Direct Services)	73	+/-7.47%	57.9%
Roads / Fleet Services (Direct Services)	72	+/-7.71%	55.8%
Transportation and Consultancy (Direct Services)	33	+/-14.81%	25.2%
Housing & Property	147	+/-5.97%	45.7%
EDUCATION AND SOCIAL CARE	1045	+/-2.43%	35.8%
Teachers (Schools and Curriculum Development)	349	+/-4.25%	34.4%
Support Staff inc. HQ (Schools and Curriculum Development)	210	+/-5.71%	28.8%
Community Care (Provider Services - Care at Home staff only)	103	+/-8.21%	27.8%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	69	+/-9.21%	39.4%
Community Care (OT, Social Work Services and Performance & Commissioning)	95	+/-7.4%	46.1%
Integrated Children's Services (Professional posts)	67	+/-7.52%	60.9%
Integrated Children's Services (Support staff)	61	+/-9.38%	44.5%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	48	+/-10.63%	44.0%
Libraries (Lifelong Learning, Culture and Sport)	43	+/-9.35%	61.4%
OTHER			
Not Stated	57	n/a	n/a
Total	1959	+/-1.7%	41.9%

3 Key Findings

3.1 Highest and lowest scoring areas

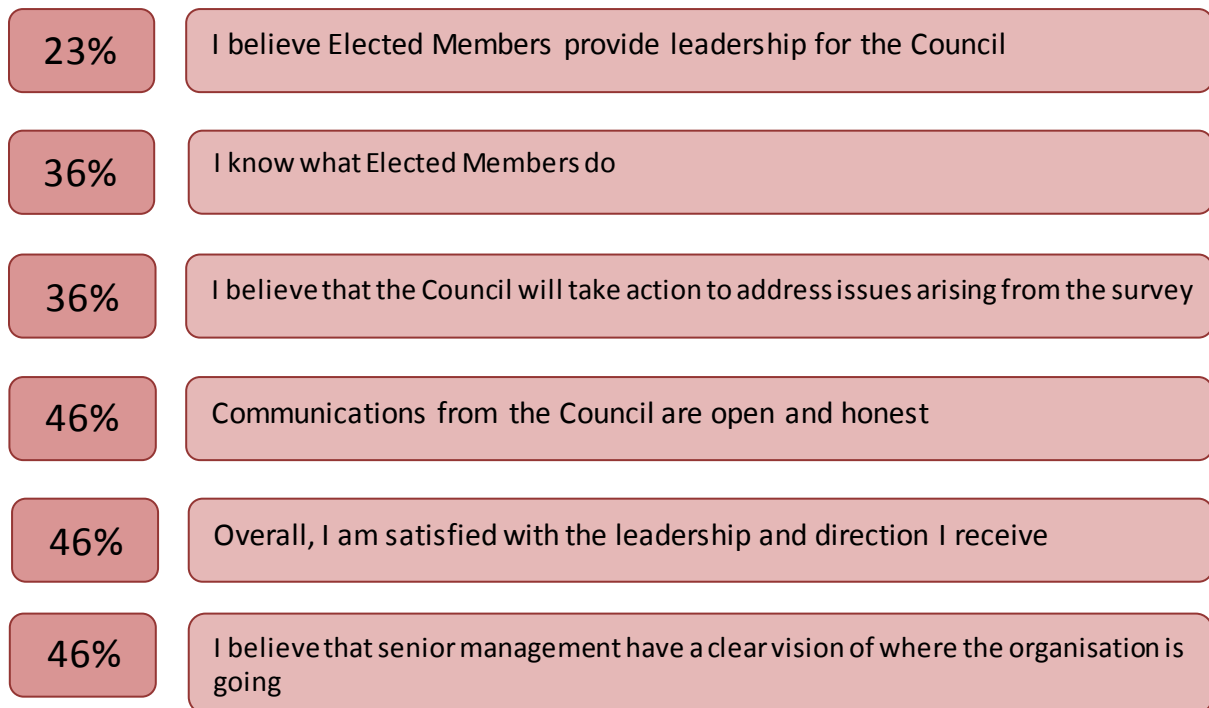
An effective method of summarising the results is to explore the highest and lowest scoring areas. This looks at the 5-point scale questions only and takes the score to be the summary of the top 2 positive scores (i.e. sum of fully and mostly).

Figure 2: Figure showing highest scoring questions



Similar to 2015, four out of the above five questions were also reported as the highest scoring questions in 2015. A new top scoring question this year relates to awareness of the challenges that the Council faces over the next few years, increasing from 79% in 2015 to 82% in 2017. More than nine in ten employees are clear on what is acceptable and unacceptable behaviour in the workplace, continuing as the highest scoring question overall in 2015 (94%) and again in 2017 (97%). In addition, a similar number of employees enjoy the work they do with a static response of 89% in both 2015 and 2017.

Figure 3: Figure showing lowest scoring questions



Belief that elected members provide leadership for the Council, and that the Council will take action to address issues arising from the survey have appeared as a lowest scoring area consistently two years in a row. The other low scoring areas relate to communication and leadership & senior management.

Compared to 2015, all of the lowest scoring questions experienced negative decreases. Overall satisfaction with the leadership and direction received, and communications from the Council being open and honest had a marginal decrease (-1%) whereas knowledge of what Elected Members do demonstrated the largest negative decrease (-19%) within the lowest scoring questions.

3.2 Year on year comparison

There are a number of indicators in the 2017 questionnaire that have been kept the same as previous years to allow for year-on-year comparisons.

Table 3: Year on Year Comparison on selected indicators

	2017	2015	2013	2011	%change since 2015
I am kept well informed about what is happening within my team	66%	65%	60%	69%	+1%
I am clear about what my duties and responsibilities are	88%	87%	87%	88%	+1%
I can see how my job links to the Council's objectives and priorities	55%	45%	47%	57%	+10%
The training and development I receive helps me to do my job better	63%	65%	49%	58%	-2%

Between 2011 and 2017, there have been both increases and decreases in relation to feeling informed about what was happening within teams, a 9% decrease in 2013 to 60%, a 5% increase in 2015 to 65% and a further marginal increase in 2017 to 66%.

In relation to clarity on duties and responsibilities, there has been a fairly static response over time maintaining a positive response of around 87% and 88%, remaining as one of the top five scoring questions in 2017.

The linking of individual jobs to the Council's overall objectives and priorities has seen the largest increase in positive responses out of the above questions from 2015 to 2017, increasing from 45% to 55%.

The training and development staff receive in order to help them do their job better has fluctuated year on year with its lowest at 49% in 2013 and its highest at 65% in 2015. There has only been a marginal decrease in 2017 to 63%.

Table 4: Highest percentage changes since 2015

	2017 %age agreement with the statement	2015 %age agreement with the statement	%age Change since 2015
I have had a development activity/session in the last 12 months (this might be an ERDP, PR & D, professional supervision or appraisal)	73%	57%	+16%
I can see how my job links to the Council's objectives and priorities	55%	45%	+10%
I believe the Council is committed to developing a more positive workforce culture	67%	61%	+6%
I take pride in working for the Council	75%	70%	+5%
I trust my line manager/supervisor to communicate openly and honestly with me	73%	68%	+5%

There are a number of indicators that have seen increases in positive opinion since 2015. It is notable from the table above, that there has been a significant increase in the number of employees who have had a development activity/session in the last 12 months increasing from 57% in 2015 to 73% in 2017. Positive increases also include employees linking their job with the Council's objectives and priorities (55%) and belief that the Council is committed to developing a more positive workforce culture (67%).

Both with a 5% increase compared to 2015, around three quarters of employees now take pride in working for the Council (75%) and trust their line manager/supervisor to communicate openly and honestly with them (73%).

As described above, there are a number of indicators that have seen increases in positive responses including development, leadership, and workforce culture. During 2016/17 there was significant work carried out by managers and the workforce culture team with an aspiration to complete development sessions for every employee. This commitment was reflected in the number of employees reporting to have received a development activity (73%) attracting the largest positive increase of 16%.

Table 5: Lowest percentage changes since 2015

	2017 %age agreement with the statement	2015 %age agreement with the statement	%age Change since 2015
I enjoy the work I do	89%	89%	No change
I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment	82%	82%	No change
I feel respected by my colleagues	81%	81%	No change
Communication in my team is open and honest	67%	67%	No change

Looking at the lowest percentage changes since the 2015 survey, all relate to an individual's day to day role and the culture of their team. Although they are recorded as the lowest scoring percentage changes, there has in fact been no change in agreement levels between 2015 and 2017 and are areas of sustained improvements.

More than eight in ten employees report to enjoy the work they do (89%), are aware of the channels for reporting unacceptable behaviour, bullying or harassment (82%) and feel respected by their colleagues (81%). There are less positive responses in relation to communication being open and honest within the team (67%) however it is fairly consistent with other responses relating to the wider aspects of communication.

Although there has been no change in response levels across these questions, the responses are positive with enjoying the work they do and being aware of the channels for reporting unacceptable behaviour, bullying or harassment being highlighted in the highest scoring questions across the whole survey.

Table 6: Largest percentage decreases since 2015

	2017 %age agreement with the statement	2015 %age agreement with the statement	%age Change since 2015
I know what Elected Members do	36%	55%	-19%
I believe Elected Members provide leadership for the Council	23%	27%	-4%
I believe senior management have a clear vision of where the organisation is going	46%	49%	-3%
I believe that the Council will take action to address issues arising from the survey	36%	39%	-3%
I get the training and development I need to do my job effectively	59%	62%	-3%
I have a choice in deciding what I do at work	48%	51%	-3%

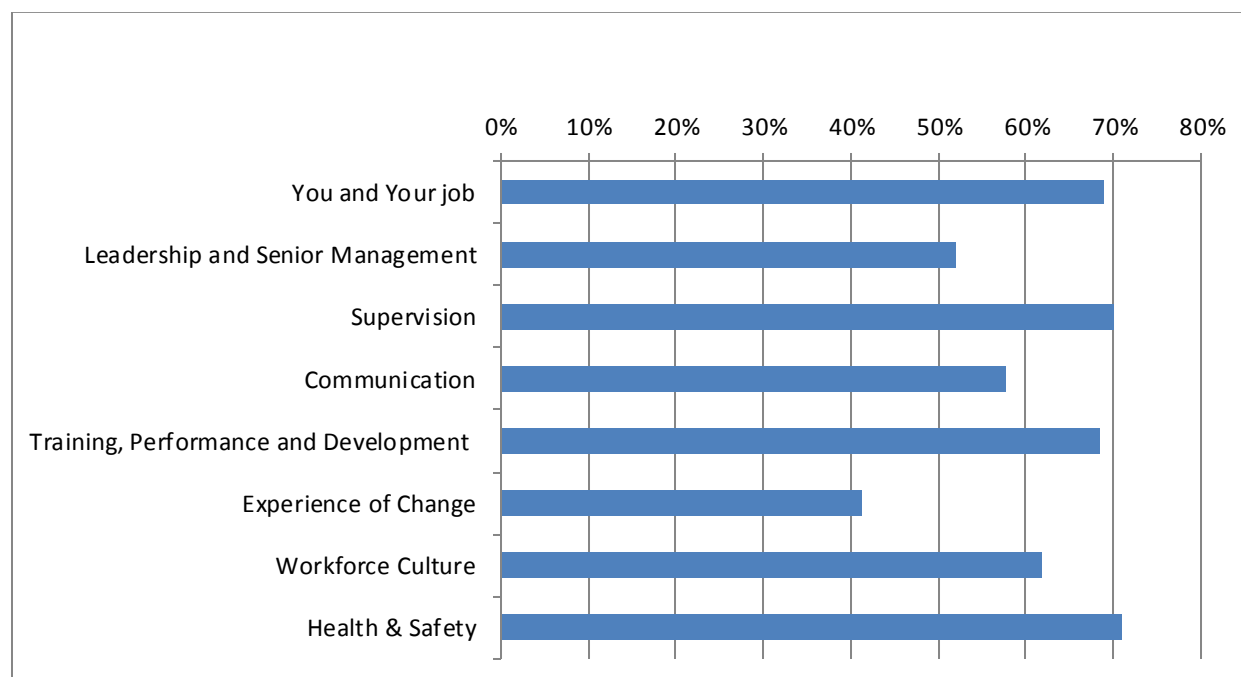
Compared to 2015, there were less positive responses in relation to training, performance & development and leadership & senior management, particularly surrounding the role of Elected Members.

The most notable decrease is in relation to knowing what Elected Members do which decreased from 55% in 2015 to 36% in 2017. Following on from the elections this year, the Elected Members for the Council were confirmed, this period of change may be accountable for the significant decrease.

3.3 Summary index

An effective method of summarising the variations in employee views is to develop an index score for each broad theme covered by the survey. The questionnaire itself was designed to address all the aspects (themes) of working life of most relevance to Moray Council. As the dynamics of the organisation change, the survey structure changed to introduce a new theme called Health & Safety. The following chart presents the index scores for each theme, with the index calculated by taking the mean average percentage positive score (i.e. agreement) for each of the statements included within that particular theme.

Figure 4: Summary index scores by each employment-related theme



Analysing each employment-related theme, there is an overall improvement across the majority of these measures.

Table 7: Summary index scores by each employment-related theme (by Department)

	Chief Executives	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age Change since 2015
You and your job	77%	72%	71%	67%	69%	+2%
Leadership and Senior Management	68%	64%	51%	51%	52%	+6%
Supervision	77%	72%	67%	71%	70%	+2%
Communication	77%	69%	58%	57%	58%	no change
Training, Performance and Development	59%	69%	63%	72%	68%	+2%
Experience of change*	55%	48%	41%	50%	44%	+8%
Workforce Culture	81%	76%	71%	72%	72%	+8%
Health & Safety	71%	71%	73%	70%	71%	n/a

**Non-Mandatory questions*

n/a = question not asked in 2015

Looking at how these index scores vary by department (Table 7) employees within Chief Executive's Section generally hold more positive views about each individual theme, when compared against Corporate, Environmental and Education & Social Care services albeit this is a small sample size.

Comparing departments, those in Education & Social Care have mixed responses with the most positive views about Training, Performance & Development and the least positive views on Communication, Leadership & Senior Management and Health & Safety. Employees within Environmental Services are generally less positive across all themes with the exception of Health & Safety where they have the most positive responses compared to the other departments, reflecting the safety critical nature of many of the services within Environmental Services.

Compared to 2015, it is encouraging to note that there have been significant improvements in relation to Workforce Culture where positive views have increased from 64% to 72%.

3.4 Engagement Index

In the 2011 employee survey a model was adopted to present the level of employee engagement at Moray Council with variables chosen to measure these elements of engagement. For consistency purposes, this has been applied to the 2013, 2015 and 2017 survey results and the following table shows an overall engagement score of 73%, an increase compared to the engagement score of 70% in 2015.

Table 7: Engagement index scores by each employment-related theme (by Department)

	%agree 2017	%age Change since 2015
I take pride in working for the council	75%	+5%
I would recommend the Council as a good place to work	62%	+1%
I feel motivated to do a good job and I am happy to go the extra mile at work when required	81%	+2%
OVERALL ENGAGEMENT INDEX SCORE	73%	+3%

Three quarters of employees take pride in working for the Council (75%) attracting the largest increase out of the three engagement questions when compared to 2015.

A further increase of eight in ten (81%) employees feel motivated and happy to go the extra mile, a valuable contribution to the success of any organisation. And finally six in ten (62%) employees would recommend the Council as a good place to work. The overall increased engagement score reflects a more engaged workforce attracting a range of benefits including happier, healthier and more fulfilled employees, delivering improved business performance.

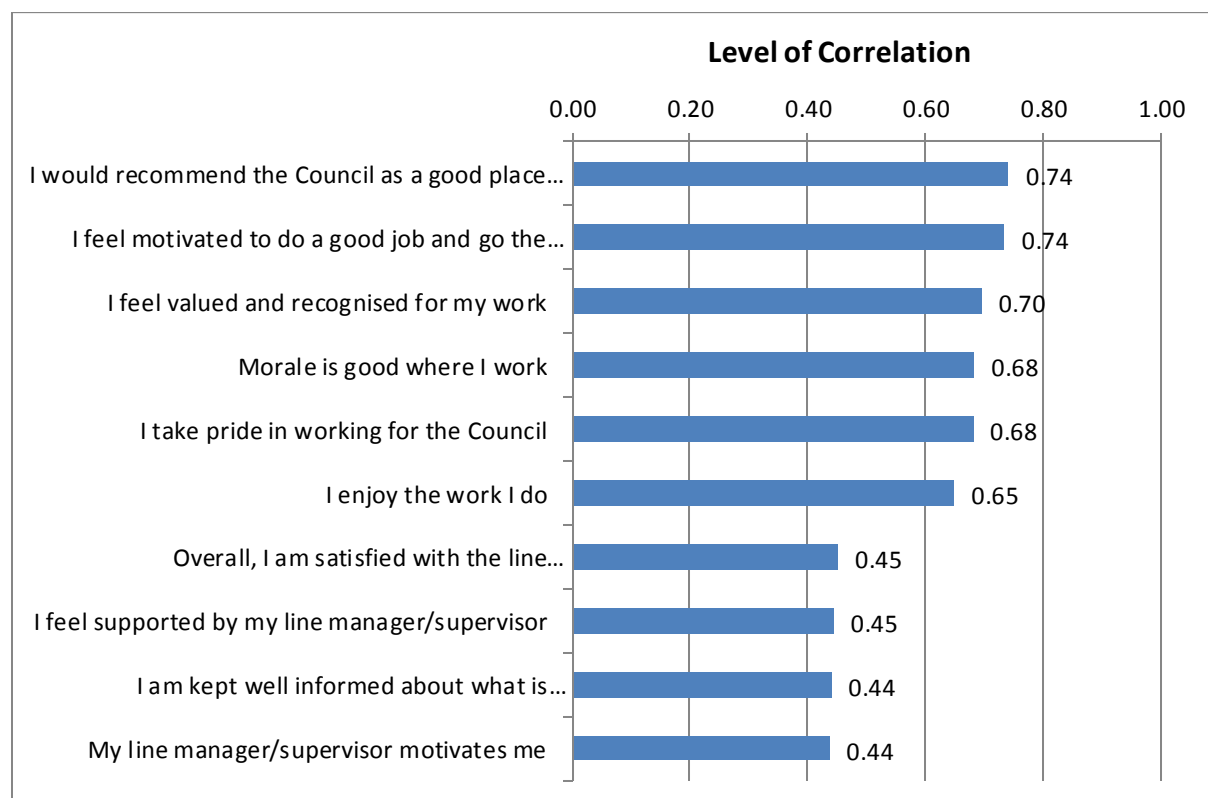
3.5 Key Driver Analysis

Key driver analysis seeks to determine the key influences on the overall satisfaction amongst employees with their present job.

This analysis is achieved by assessing the statistical correlation (strength of relationship) between employees' ratings¹ on each possible driver (e.g. motivation) in relation to their overall job satisfaction. If the correlation is high then the driver or factor is likely to be important when thinking about the analysis, if the correlation is low then the driver or factor may have some bearing on the analysis but less so than other more highly scored factors. The range runs from -1 for perfect negative correlation to 0 for no correlation at all to +1 for a perfect positive correlation.

The rationale for this analysis is that if the satisfaction with a key driver such as 'I feel motivated to do a good job' improves then it is more likely to have a positive impact on overall job satisfaction. However a note of caution when considering data is that correlation does not imply causation i.e. correlation between two factors does not necessarily imply that one causes the other.

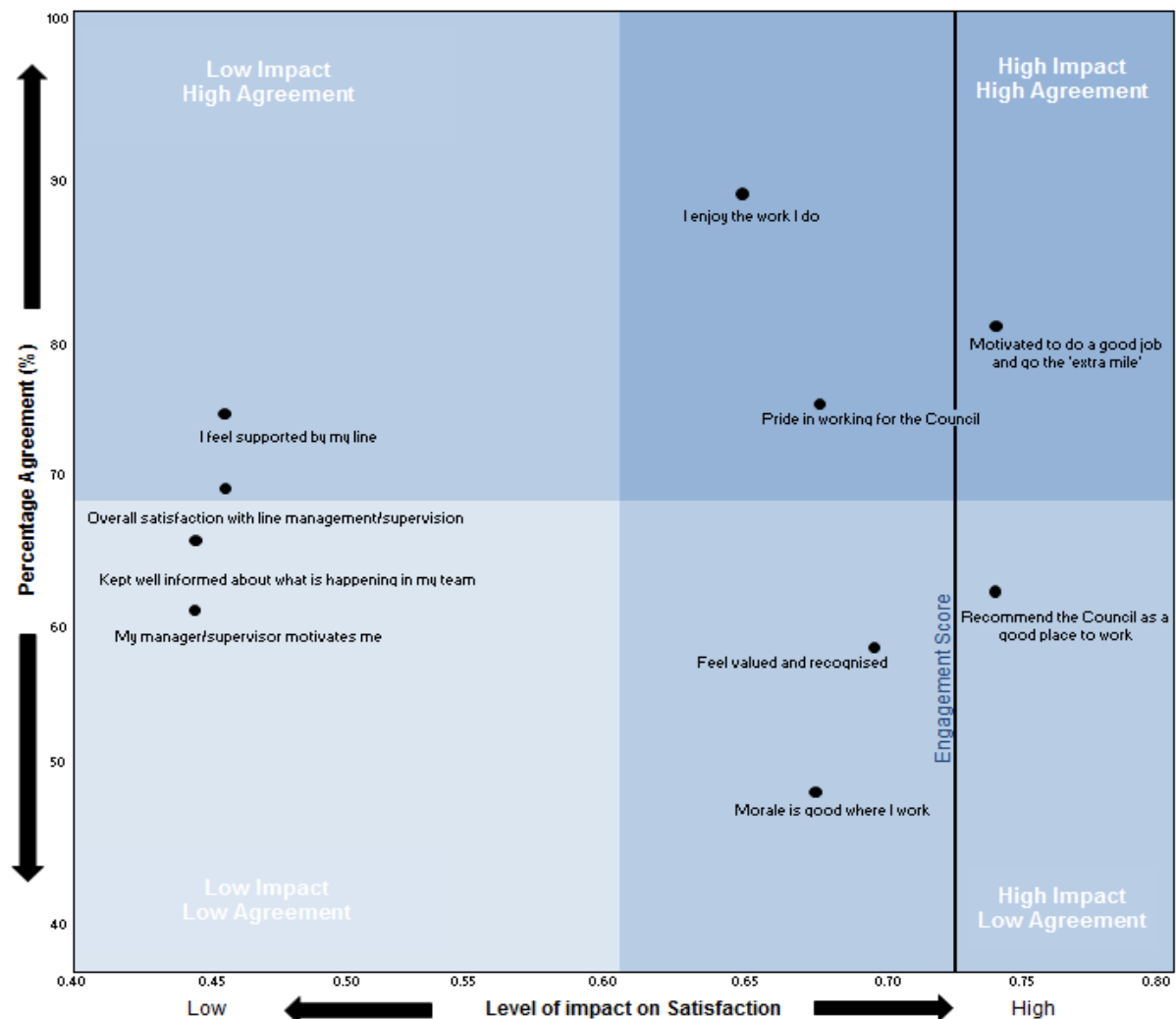
Figure 5: Top 15 most important factors impacting on satisfaction with present job



Examining results shown in Figure 5, out of the individual factors considered, feeling motivated, valued and recognised, having good morale as well as recommending the Council as a great place to work, has the greatest impact over all other factors in terms of

job satisfaction. Other relating factors include overall job enjoyment, as well as being satisfied by the line management received and being kept well informed about what is happening within their team.

Figure 6: The prioritisation of factors that impact on overall satisfaction with the job



Additionally another way to present these results is by way of a prioritisation matrix (shown in

Figure 6). This examines the top 10 important factors impacting on job satisfaction as noted in Figure 5 and plots the key driver index score against the level of agreement (percentage positive agreement) gained in the survey. These measures have a high index score in terms of driving satisfaction but those that may not be performing well in terms of employee agreement are those measures that perhaps require the greatest attention and prioritisation. As displayed in

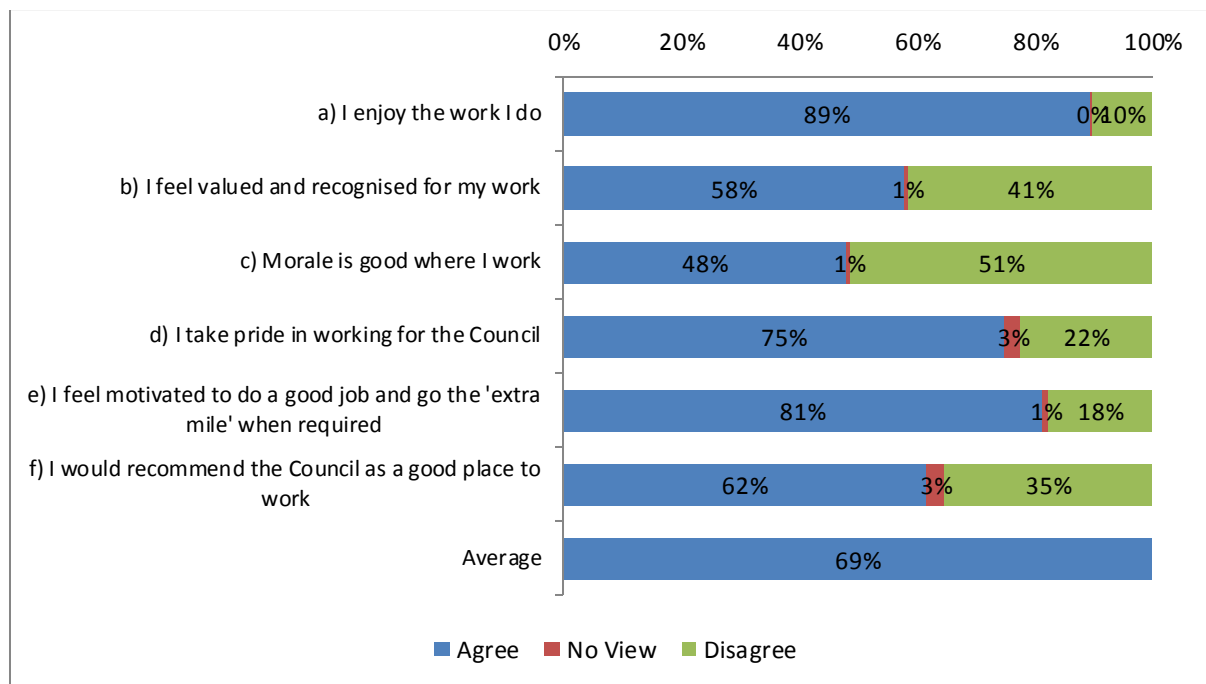
Figure 6, these factors can be prioritised as increasing morale, feeling valued and recommending the council as a good place to work.

4 You and Your Job

4.1 Your job

The following chart demonstrates the variation in opinions of various elements of employees' jobs.

Figure 7: You and your job, Percentage agreement with statements about your job at Moray Council



It is encouraging to note that nearly nine out of ten employees say they enjoy the work they do (89%), eight out of ten feel motivated and willing to go the extra mile (81%) and more than seven out of ten take pride in working for the Council (75%).

Compared to the 2015 survey, a number of areas have had a positive improvement: valued and recognised (57% to 58%) pride in working for the Council (70% to 75%) motivation to do a good job (79% to 81%) and recommendation that the Council is a good place to work (61% to 62%). Morale had a minimal decrease of 1% whilst enjoyment of work stayed the same with a high agreement of 89%.

To put these figures into context, levels have been compared with a neighbouring local authority (Highland Council) who completed their most recent survey in 2015. The average proportion feeling valued and recognised for their work was 51%, in Moray Council more positive views were demonstrated (58%). Similarly, 74% of Highland Council employees enjoy the work they do with more positive levels reflected in Moray Council (89%).

Table 8: You and your job, percentage agreement by department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age Change since 2015
a) I enjoy the work I do	85%	84%	88%	91%	89%	No change
b) I feel valued and recognised for my work	67%	58%	61%	56%	58%	+1%
c) Morale is good where I work	67%	53%	54%	45%	48%	-1%
d) I take pride in working for the Council	76%	82%	81%	71%	75%	+5%
e) I feel motivated to do a good job and go the 'extra mile' when required	91%	81%	77%	82%	81%	+2%
f) I would recommend the Council as a good place to work	76%	76%	65%	58%	62%	+1%

Looking at variations by department, the above table presents the percentage that agrees with each statement. For ease of interpretation, figures have been highlighted in green where they are 10% higher or more than the Council average, whilst they are red where they are 10% lower or more than the Council average. It should also be noted that even where there is not a 10% or more increase from the Council average in the same questions, the actual response is still very positive. (e.g. I enjoy the work I do).

Employees in the Chief Executive's Section are noticeably more positive on a number of key indicators, particularly in terms of morale being good (67%), feeling motivated to do a good job and go the extra mile (91%) and recommending the Council as a good place to work (76%). Compared to the Council average, they felt more positive across all areas with the exception of enjoying the work they do, however this still remained high at 85%.

Corporate Services scored most positively in terms of recommending the Council as a good place to work, with other areas of positivity linked to good morale and taking pride in working for the Council when compared against the Council average. Compared to 2015 all areas reflected a positive improvement with the exception of feeling motivated which stayed the same at 81% in line with the Council average.

Environmental Services employees score more positively on all questions within this topic compared to 2015, more notably there was a 9% improvement on both feeling valued & recognised and good morale. Compared to the Council average, with the exception of enjoying the work and feeling motivated, all other areas attracted more positive responses.

Feeling valued (56%), morale (45%), taking pride (75%) and recommending the Council as a good place to work (58%) all have less positive responses within Education & Social Care than the Council average. However, across all services they score highest on enjoying the work they do. Looking at 2015, all areas have decreased slightly with the exception of taking pride which increased by 4%.

Considering results at a service level notable results include:

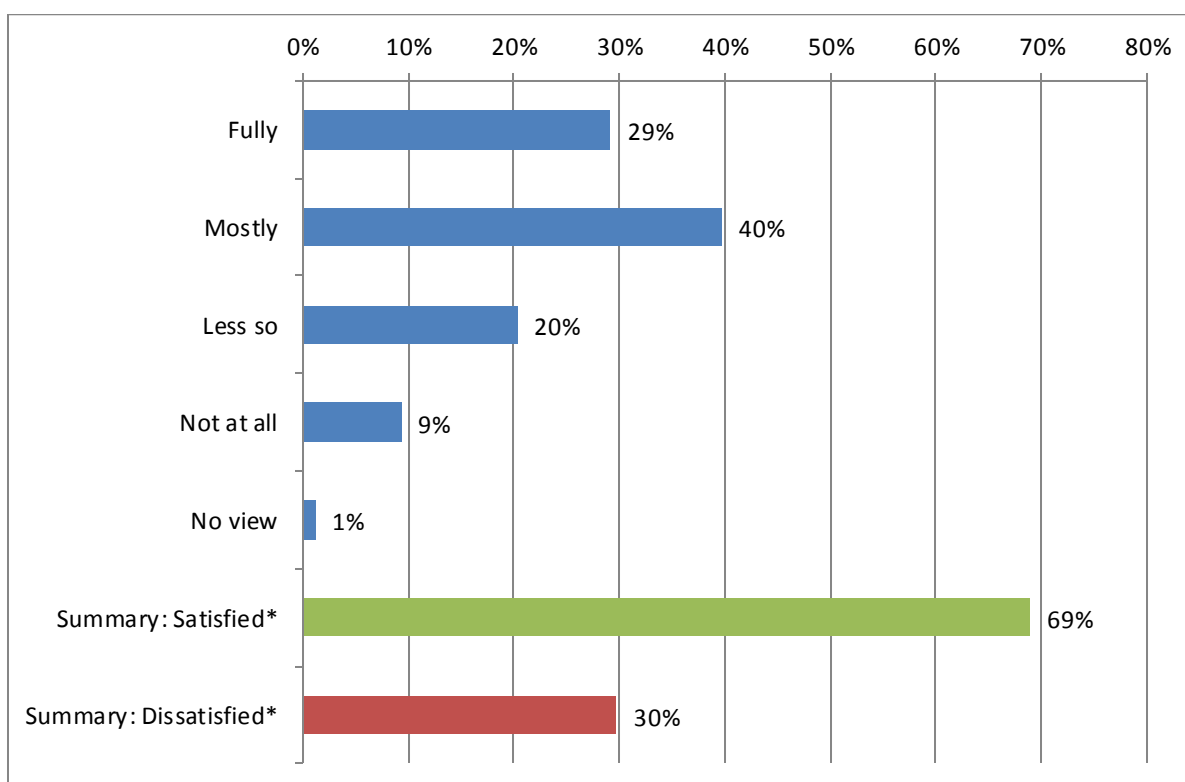
- Employees in Community Care (Day Care, Residential Care, Admin) are most likely to enjoy the work they do (97%) with employees in Legal & Democratic Services and Waste least likely (81%), although this is still a high agreement.
- Morale (26%), feeling valued & recognised (42%) and recommending the Council as a good place to work (38%) is particularly low amongst Roads/Fleet Services compared with the Council average, despite this they have experienced positive improvements since 2015.
- Employees within Transportation & Consultancy (76%), Catering (73%) and Cleaning & Facilities (73%) are most likely to feel valued and recognised.
- The largest variation in employee's feelings relates to recommending the Council as a good place to work, fluctuating from 38% within Roads/Fleet to 88% within Financial Services.

4.2 Overall Job Satisfaction

To summarise overall views of working for Moray Council, the cumulative responses from Question 1 – You and Your Job, were used to calculate overall job satisfaction. This section provides an insight into the key factors driving levels of satisfaction with jobs, and demonstrates the wealth and complexity of factors that play their part in forming opinions.

Figure 8: Job Satisfaction; Percentage agreement

All valid responses, unweighted base= 1959



**Satisfied percentage comprises of "fully" and "mostly" whilst dissatisfied percentage comprises of "less so" and "not at all". All percentages have been rounded up/down to the nearest whole number.*

When making comparisons, it is important to note that the results in 2017 displayed a larger proportion of employees willing to share their views with only 1% of employees having no view compared to 2% in 2105. As a result, comparison between satisfaction and dissatisfaction cannot be directly correlated, nonetheless it is still interesting to analyse the outcome. The proportion of staff who were satisfied increased marginally from 67% in 2015 to 69% in 2017, whilst the number of employees who were dissatisfied positively decreased marginally from 31% to 30%. In summary, employees are more satisfied and willing to share their views.

Table 9: Table showing analysis of Job satisfaction by department (un-weighted)

Department	Satisfaction	Dis-satisfaction	Net Balance	No. of respondents (un-weighted base)	Percentage change in satisfaction since 2015
Chief Executive's	77%	22%	55%	33	-2%
Corporate Services	72%	27%	45%	206	+2%
Environmental Services	71%	27%	43%	618	+6%
Education and Social Care	67%	32%	36%	1045	no change
AVERAGE	69%	30%	39%	1902	

The above table shows the level of employees' satisfaction and dissatisfaction with their present job by Department, showing the net balance score (satisfied minus dissatisfied).

Satisfaction levels vary by department as shown above, immediately it is apparent that satisfaction is higher amongst Chief Executive's Section (77%), with a net balance score of 55%. Satisfaction reduces to 67% amongst Education and Social Care, the lowest scoring which is on par with 2015 results. Comparing the 2015 and 2017 results more closely, both Environmental Services and Corporate Services have had a positive increase in job satisfaction levels (+6% and +2% respectively).

Table 10: Employee job satisfaction by service in rank order

Dept	Service	Overall Satisfaction (unweighted)
ENV	Catering (Direct Services)	83%
ENV	Cleaning & Facilities (Direct Services)	82%
ED & SC	Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	81%
ENV	Transportation and Consultancy (Direct Services)	81%
ED & SC	Libraries (Lifelong Learning, Culture and Sport)	80%
ED & SC	Integrated Children's Services (Support staff)	77%
CHIEF EXEC	Chief Executives	77%
CORP	Financial Services (Corporate Services)	76%
ENV	Lands & Parks (Direct Services)	76%
CORP	HR and ICT (Corporate Services)	74%
ED & SC	Leisure & Education Resources (Lifelong Learning, Culture and Sport)	74%
ED & SC	Support Staff inc. HQ (Schools and Curriculum Development)	73%
ED & SC	Integrated Children's Services (Professional posts)	73%
ENV	Development Services (inc. Museums)	72%
OVERALL LEVEL OF JOB SATISFACTION WITHIN THE COUNCIL		69%

CORP	Legal & Democratic (inc Customer Services & Tax & Benefits - Corporate Services)	68%
ED & SC	Community Care (Provider Services - Care at Home staff only)	67%
ENV	Housing & Property	66%
ED & SC	Community Care (OT, Social Work Services and Performance & Commissioning)	62%
ENV	Waste (Direct Services)	61%
ED & SC	Teachers (Schools and Curriculum Development)	57%
ENV	Roads / Fleet Services (Direct Services)	53%

Overall satisfaction levels are shown by service in rank order. Satisfaction levels vary greatly within department level. However, looking specifically at service level, the largest increase in satisfaction has been amongst Lands & Parks with a highly significant increase from 45% in 2015 to 76% in 2017. This combined with the increased response rate from this service indicates employees are more willing to share their views and more satisfied in their jobs. Conversely there have been small reductions in satisfaction levels amongst Integrated Children's Services (82% to 80%) and HR & ICT (79% to 74%) however they are both still higher than the overall satisfaction across the Council.

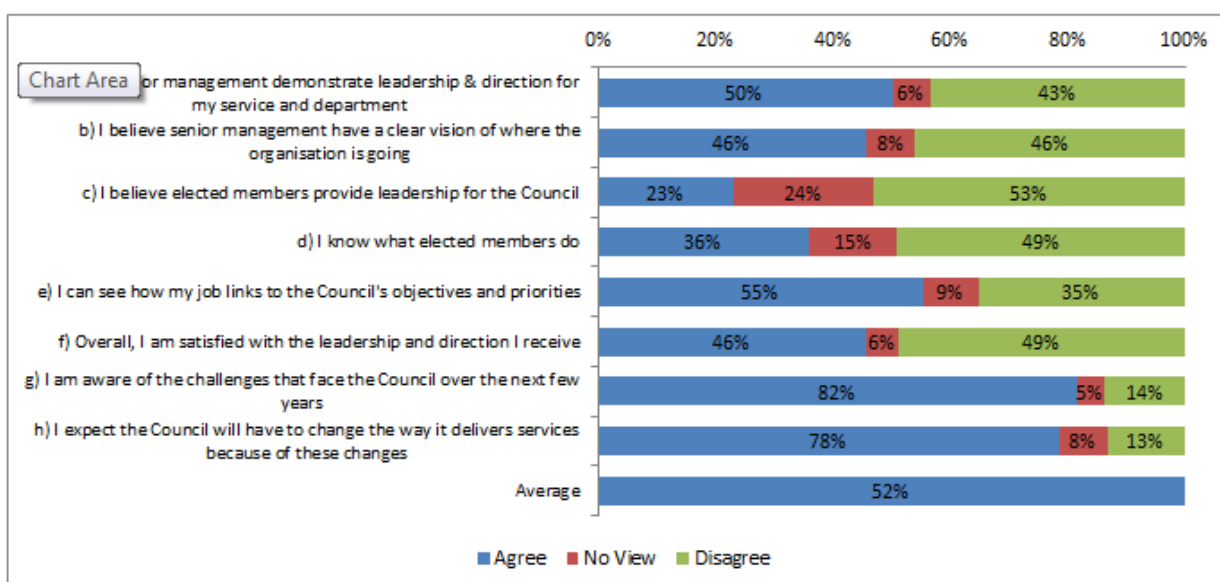
There are a small number of services whose satisfaction level is lower than the council average. Despite the satisfaction appearing as low, it is encouraging to note that the level within these services has either stayed the same or positively increased when compared to 2015, with the exception of Teachers.

This section has provided an insight into the key factors driving levels of satisfaction with jobs, and demonstrates the wealth and complexity of factors that play their part in forming opinions.

5 Leadership and Senior Management

This section explores the views of the workforce on senior management, i.e. Corporate Directors, their management teams and elected members (councillors). It looks to explore such concepts as leadership, direction, vision, objectives and understanding of their role.

Figure 9: To what extent do you agree or disagree with the following statements concerning Leadership and Senior Management?



Around half of employees believe that senior management demonstrate leadership for their service and department (50%), that they have a clear vision of where the organisation is going (46%) and that they are satisfied with the overall leadership and direction they receive (46%). In terms of the responses towards the overall senior management and leadership, they are slightly below, but very similar to those shown in 2015.

With regard to elected members, there has been a significant decrease in employees understanding the role of elected members (55% to 36%) and believing that elected members provide leadership for the Council (27% to 23%) compared to 2015. During April 2017 elections took place and 26 elected members were selected to serve Moray, it is likely that the overall process and settling in period for new members has had an impact on this result.

On a more positive note, more employees can see how their job links to the Council's objectives and priorities, increasing from 45% in 2015 to 55% in 2017, the largest positive increase within Leadership and Senior Management.

Table 11 - Leadership and Senior Management; Percentage agreement by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age Change since 2015
a) I believe senior management demonstrate leadership & direction for my service and department	55%	62%	49%	49%	50%	-2%
b) I believe senior management have a clear vision of where the organisation is going	48%	52%	43%	46%	46%	-3%
c) I believe Elected Members provide leadership for the Council	21%	20%	22%	22%	23%	-4%
d) I know what Elected Members do	76%	62%	38%	33%	36%	-19%
e) I can see how my job links to the Council's objectives and priorities	88%	72%	52%	57%	55%	+10%

f) Overall, I am satisfied with the leadership and direction I receive	64%	59%	47%	43%	46%	-1%
g) I am aware of the challenges that face the Council over the next few years	100%	93%	81%	82%	82%	+3%
h) I expect the Council will have to change the way it delivers services because of these changes	94%	92%	78%	79%	78%	+1%

There are variations at department level; especially when it comes to knowing what elected members do. Within Education & Social Care, a third of employees (33%) agree, yet within Chief Executive's Section three quarters of employees (76%) agree. This is unsurprising due to the central and support role that employees in this service have, they are more likely to have direct or indirect contact with elected members.

Looking at the linking of jobs to the Council's objectives and priorities, there was a significant increase overall (10%) compared to 2015. Just over half of employees (52%) within Environmental and nearly nine in ten employees (88%) within Chief Executive's Section can see how their job links.

More than eight in ten employees (82%) across the Council are aware of the challenges that face the Council over the next few years, demonstrating a greater awareness of the Council as a whole.

Overall, employees within Corporate and Chief Executive's Section are generally more positive in their responses, with employees in Environmental generally scoring below average.

Considering the results at a service level rather than department level notable results include:

- Generally Libraries (Lifelong Learning, Culture and Sport), Financial Services and Chief Executive's Section were more positive overall in their agreement to all the questions posed scoring above average in comparison to the Council. Contrary to this, Community Care (OT, Social Work Services and Performance & Commissioning) Community Care (Provider Services), Roads/Fleet and Waste were less positive in all questions posed.
- There was a mixed response with the linking of jobs to the Council's objectives and priorities, with notably less positive responses in Roads/Fleet services (38%), Cleaning & Facilities (38%) and Catering (40%) this may be expected due to the frontline manual work they all carry out and having less awareness of their individual involvement at a strategic level.
- Across all areas within Leadership and Senior Management, the least positive responses relate to elected members providing leadership for the Council, with Roads/Fleet (10%) Community Care (OT, Social Work Services and Performance & Commissioning) (11%) and HR & ICT (13%) sharing the least positive views. The more positive views came from Support staff inc HQ (Schools and Curriculum

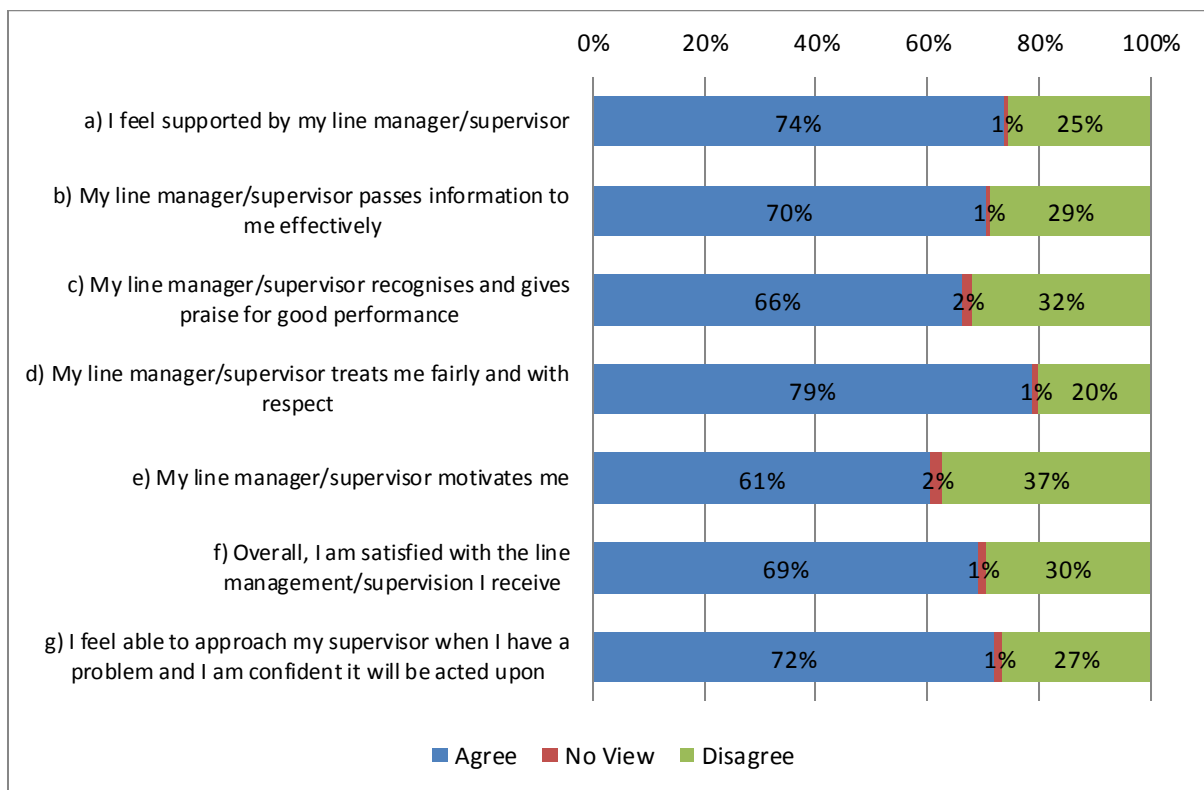
development) (32%) Catering (33%) and Libraries (33%), however even the more positive responses only account to one in three employees.

- Overall satisfaction with the leadership and direction received varies slightly between services, with Libraries and Financial Services scoring most positively (72% and 67% respectively) compared to the least positive scores within Community Care (OT, Social Work Services and Performance & Commissioning) and Teachers (Schools and Curriculum Development) (22% and 34% respectively).

6 Supervision

This section builds on the previous section, exploring the next level of management. It specifically relates to the day to day line management/supervision received, which could be from a charge-hand, supervisor or team leader.

Figure 10: To what extent do you agree or disagree with the following statements concerning line management/supervision?



Consistent with results from both 2011, 2013 and 2015, attitudes towards line management are much more positive than towards senior management. Around three out of four employees agree that they feel supported by their line manager/supervisor, are passed information effectively and are treated fairly and with respect. Overall, 69% are satisfied with the line management they receive, an increase of 1% compared to 2015.

Staff are slightly less positive about motivation (61%) from their line manager/ supervisor, however it is positive to note that all areas within Supervision have marginally increased compared to 2015.

Table 12 - Line Management/Supervision; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
a) I feel supported by my line manager/supervisor	82%	73%	71%	74%	74%	+2%
b) My line manager/supervisor passes information to me effectively	73%	72%	69%	71%	70%	+1%

c) My line manager/supervisor recognises and gives praise for good performance	82%	67%	61%	68%	66%	+3%
d) My line manager/supervisor treats me fairly and with respect	85%	78%	75%	80%	79%	+1%
e) My line manager/supervisor motivates me	67%	63%	58%	61%	61%	+2%
f) Overall, I am satisfied with the line management/supervision I receive	73%	73%	67%	69%	69%	+1%
g) I feel able to approach my supervisor when I have a problem and I am confident it will be acted upon	82%	76%	69%	73%	72%	n/a

n/a = question not asked in 2015

Looking at the variations in data by Department, there are a few fluctuations between the four departments, typically the Chief Executive's Section score most positively with an average score of 77%, whereas Environmental Services score least positively at 67%.

Generally, there are little or no strong variations at department level. The largest variation relates to recognition and praise for good performance, with the Chief Executive's Section scoring 82% and Environmental scoring 61%. All other questions are +/-10% tolerance level compared to the Council average.

Compared to 2015, all areas within all departments have either stayed the same or scored more positively. The most positive improvements were seen in Chief Executive's section with feelings of being supported and recognising & giving praise for good performance by line manager/supervisor, both increasing from 70% in 2015 to 82% in 2017.

Considering the results at a service level rather than department level, notable responses include:

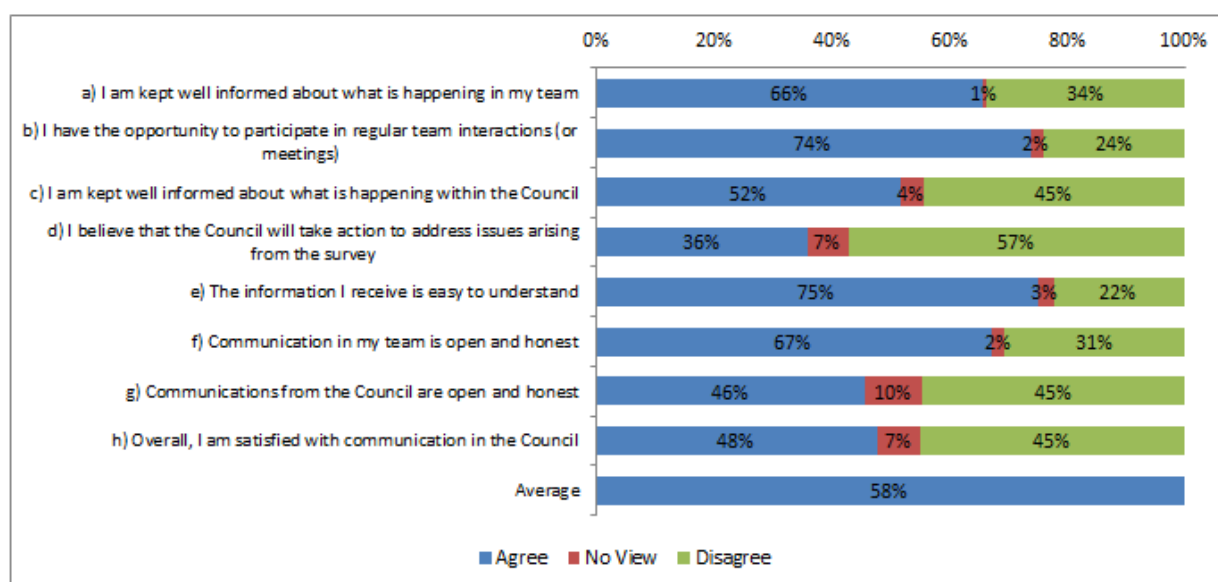
- Both Waste and Roads/Fleet services score least positive consistently across all areas within Supervision.
- The largest variation between services is feeling supported by line manager/supervisor. Only around half of employees in Waste (53%) and Roads/Fleet Services (57%) agree compared to nine in ten employees (91%) within Transportation and Consultancy.
- This trend is also duplicated in being treated fairly and with respect, being able to approach the supervisor when they have a problem and overall satisfaction with the line management/supervision received, with the least positive scores demonstrated in Waste and Roads/Fleet Services and the most positive scores in Transportation and Consultancy.
- Seven in ten employees (70%) feel that their line manager/supervisor passes information to them effectively. Only half of employees in Waste (49%) agree compared to Libraries (84%). This may be due to the majority of employees in Waste working in an outdoor environment and no readily available access to a computer,

with employees in Libraries having regular access to a computer for communications.

7 Communication

This section explores how well informed employees feel, the views of communication between different parts of the organisation, the communication culture, and the effectiveness of various methods of communication. A new question has been introduced for 2017, to explore agreement levels on having the opportunity to participate in regular team interactions (or meetings).

Figure 11: To what extent do you agree or disagree with the following statements concerning communication?



As in previous surveys, there was a mixed response towards aspects of communication in Moray Council with more positive responses about communications within teams compared to Council wide. Within individual teams, employees feel that they are kept informed about what is happening within their team (66%), have the opportunity to participate in team meetings (74%) and that communication is open and honest (46%).

In respect of communication within the council more generally, there is a noticeable contrast with communication within services in relation to how well informed employees feel. Around half of employees feel that they are kept informed about what is happening within the Council (52%), with less feeling that communications from the Council are open and honest (46%) and even less believing that the council will take action to address issues arising from the survey (36%). However, since 2015 all areas have stayed the same or positively increased with the exception of communications from the Council being open and honest which had a marginal decrease of 1%.

In 2017 the questions relating to communications being open and honest (f and g) were amalgamated, to form one question for within teams and one for within the Council. Overall satisfaction with communication has remained fairly consistent with nearly half of employees being satisfied (47% in 2015 and 48% in 2017.)

Table 13 - Corporate Communications; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
a) I am kept well informed about what is happening in my team	79%	70%	66%	65%	66%	+1%
b) I have the opportunity to participate in regular team interactions (or meetings)	79%	78%	72%	76%	74%	n/a
c) I am kept well informed about what is happening within the Council	82%	71%	49%	52%	52%	+4%
d) I believe that the Council will take action to address issues arising from the survey	45%	50%	39%	33%	36%	-3%
e) The information I receive is easy to understand	91%	83%	76%	74%	75%	+4%
f) Communication in my team is open and honest	91%	73%	68%	65%	67%	no change
g) Communications from the Council are open and honest	70%	61%	46%	44%	46%	-1%
h) Overall, I am satisfied with communication in the Council	79%	65%	48%	46%	48%	+1%

n/a = question not asked in 2015

At departmental level, employees within Environmental Services and Education & Social Care generally responded in line with the Council average about communications both within their team and across the Council.

Chief Executive's and Corporate Services responded more positively about communications as a whole, this could perhaps be attributed to these services being more central and familiar with information that is being communicated, which was also mirrored in 2015.

Compared to 2015, there are large fluctuations in the overall satisfaction with communications in the Council. This is most prominent in Environmental Service (81% in 2015 decreasing to 48% in 2017) and Education & Social Care (24% in 2015 increasing to 46% in 2017). Whilst there was not significant movement within each specific question (+7% to -1%) it is interesting to note that overall satisfaction levels attracted such a large variance (+22% to -33%).

Considering the results at a service level notable variations in data include:

- The Chief Executive's Section, Financial Services and Libraries are the most positive about communications overall, whilst Roads/Fleet Services, Waste and Community

Care (OT, Social Work Services and Performance & Commissioning) are the least positive.

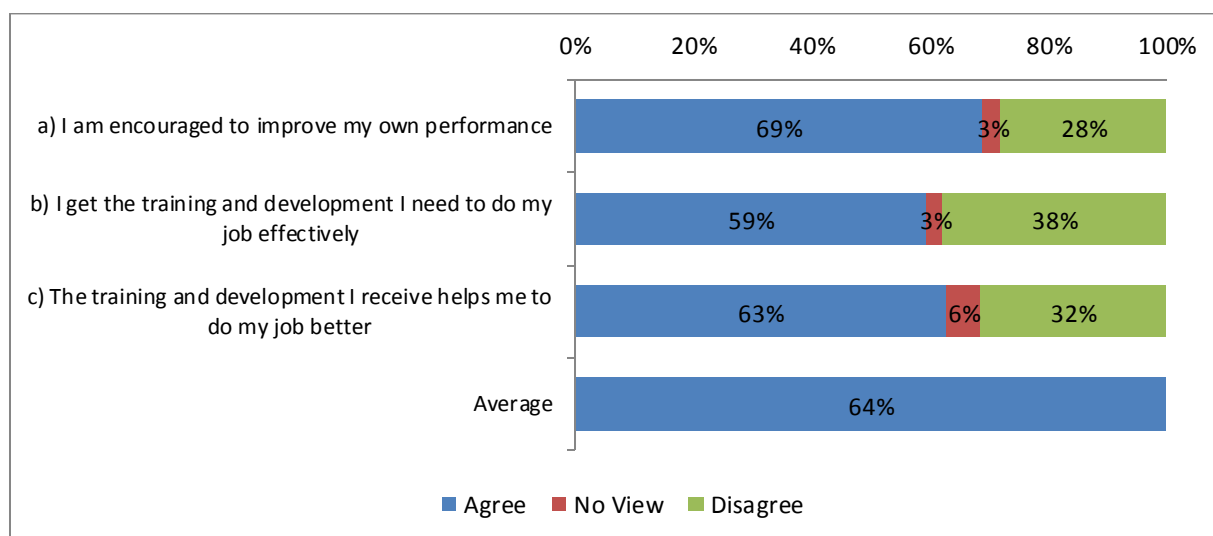
- The largest variance between levels of agreement was in relation to being kept well informed about what is happening within the Council, ranging from 35% in Roads/Fleet Services to 88% in Financial Services.
- Three quarters of employees agree that the information they receive is easy to understand, with Chief Executive's Section and Financial Services reporting the highest satisfaction levels (91% and 88% respectively). Contrary to this, Waste and Community Care (OT, Social Work Services and Performance & Commissioning) report the lowest levels of satisfaction at 68%.
- Overall satisfaction with communications in the Council score most positively within Chief Executives (79%) and Libraries (74%), and is least positive within Roads/Fleet Services (33%) and Community Care (OT, Social Work Services and Performance & Commissioning) (33%). It is possible that this may be attributed to the working environment, with the more positive services likely to have readily available access to a computer.

8 Training, Performance and Development

This section explores employee views of the opportunities and availability of training and development, as well as the performance development processes in place.

8.1 Attitudes towards Training, Performance and Development

Figure 12 - To what extent do you agree or disagree with statements concerning performance, development and training at the Council?



Seven out of ten employees feel encouraged to improve their own performance (69%) which is very similar to how employees felt in 2015 (70%). With regards to specific training and development, around three in five employees felt that the training and development they receive enables them to do their job better (63%) and that they have the opportunity to receive training and development they require to undertake their job effectively (59%).

Table 14 - Performance, Training and Development; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
a) I am encouraged to improve my own performance	64%	64%	62%	73%	69%	-1%
b) I get the training and development I need to do my job effectively	42%	51%	62%	59%	59%	-3%
c) The training and development I receive helps me to do my job better	48%	54%	62%	64%	63%	-2%

Similar to 2015, there is not a wide variation in the responses to training and development theme by department. Contrary to other sections within the employee survey, Chief Executive's Section are least positive within this section, with less than one in two employees believing they get the training and development they need to do their job effectively and agreeing that the training and development they do receive helps them do their job better.

There has been a marginal increase in positive responses from Environmental Services, in particular the training and development they receive helps them do their job better (58% in 2015 to 62% in 2017).

On a less positive note, employees in all other services (Chief Executive's, Corporate and Education & Social Care) demonstrated less positive views across all areas of training and development. The most significant decrease was in Chief Executive's with a 21% decrease in getting the training and development they need to do their job effectively (63% in 2015 to 42% in 2017) and that the training and development they do receive helps them do their job better (67% in 2015 to 48% in 2017).

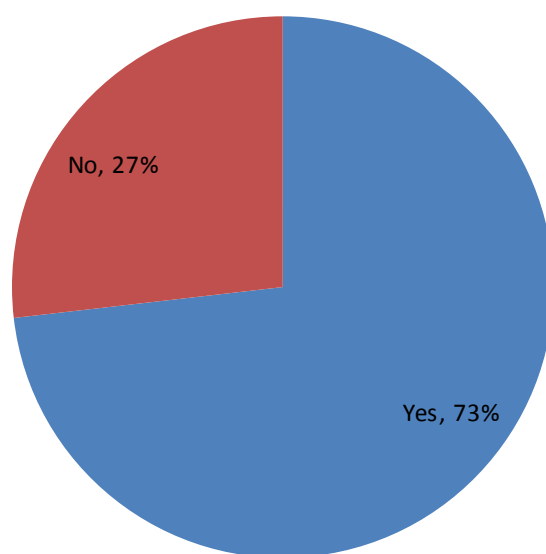
Looking at individual services, views of training and development as a whole are lowest amongst Roads/Fleet and Legal & Democratic Services with less than half of staff being satisfied with training and development. Furthermore, alongside Waste they are least positive about feeling encouraged to improve their own performance mirroring the 2015 views. In contrast, employees within Community Care (Providers Services – Care at Home) and Community Care (Provider Services – Day Care, Residential Care, Admin etc.) are consistently positive across all three areas.

It is also encouraging to note that Lands & Parks are one of the most positive services in terms of getting the training and development they need to do their job effectively (76%) and that the training and development they do receive helps them do their job better (81%). In addition, Teachers are also one of the most positive services when it comes to being encouraged to improve their own performance (81%). It is clear that there is a direct correlation between training and development and encouragement to improve own performance.

8.2 Appraisals

Figure 13: Percentage of Employees that have had some form of appraisal within the last 12 months

**I have had a development activity/session in the last 12 months
(this might be an ERDP, PR&D, professional supervision or appraisal)**



Nearly three quarters (73%) of employee's state that they have had an appraisal in the last 12 months, which is a significant increase on the 57% achieved in 2015. Significant work has been undertaken within Direct Services to promote and support the importance of their delivery and it is encouraging to note the positive increase overall.

Table 15 - I have had a development activity/session in the last 12 months; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)*	%age change from 2015
I have had a development activity/session in the last 12 months (this might be an ERDP, PR&D, professional supervision or appraisal)	67%	82%	64%	79%	73%	+16%

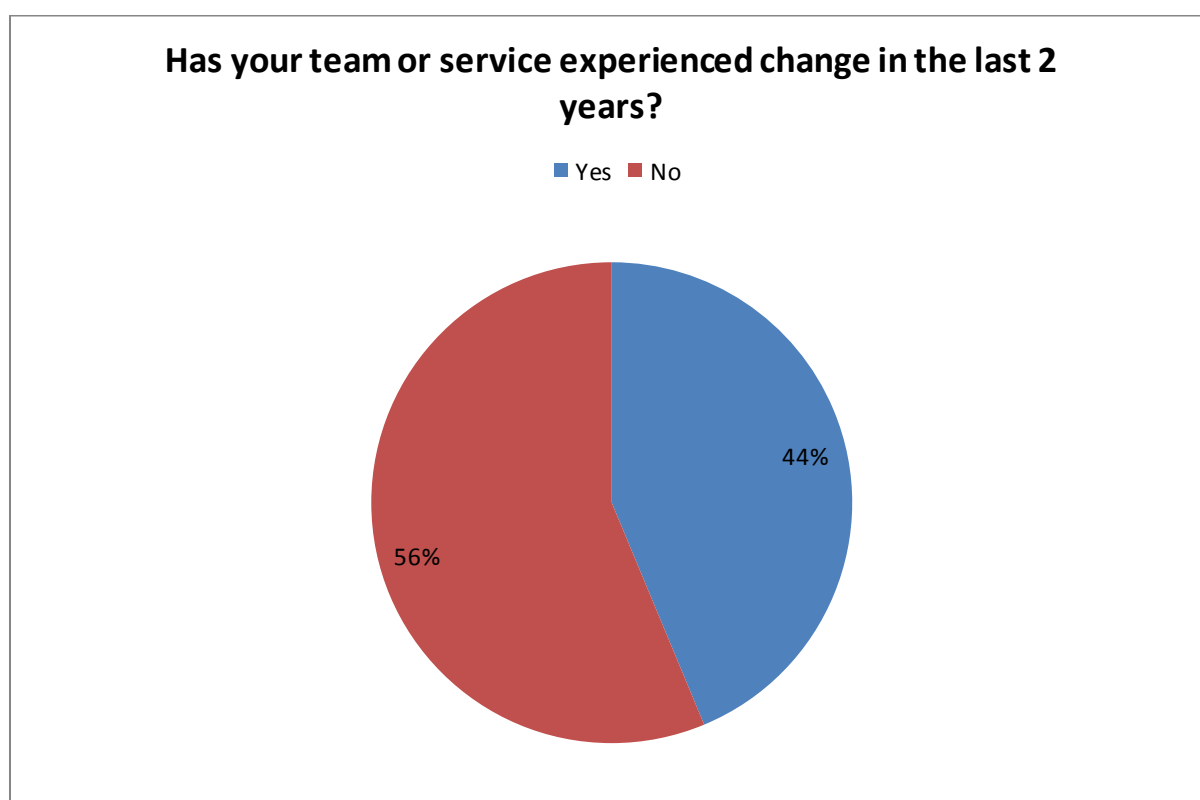
At departmental level, more than four in five employees reported to have an appraisal within Corporate Services (82%) the most positive response, with the least positive response within Chief Executive's Section (67%). Nonetheless, there were positive increases across all departments compared to 2015 with responses increasing from (+4%) in Chief Executive's Section to a significant (+27%) within Environmental Services.

At service level, all services had a positive increase with the exception of Teachers which stayed the same at 89% remaining a high level. There were highly significant increases within Direct Services reflecting an increased focus and commitment to their delivery: Roads/Fleets Services (12% to 69%), Waste (33% to 85%) Lands & Parks (55% to 90%) and Catering (11% to 45%).

9 Change

The Council underwent a transformational staged programme of change known as Designing Better Services (DBS), the outcomes of which are now main stream. In addition, a number of changes have taken place across services and departments including streamlining, merging and restructures within departments and services, to modernise ways of service delivery within the budget constraints.

Figure 14 – Changes within your team or service



In the last 2 years, less than half (44%) of employees have experienced change. Types of change this may relate to include a new way of working, technology or restructure which may have affected an individual, department or service. Compared to the previous levels, there has been a decrease in employees experiencing change compared to 65% in 2015. However, a decrease does not necessarily mean that this is viewed as a positive or negative as the reasons behind each change will vary.

Building on the responses from 2015, the questions surrounding change were reviewed to gauge what information employees received about the change, and how useful it was:

Figure 15 - Information received about change

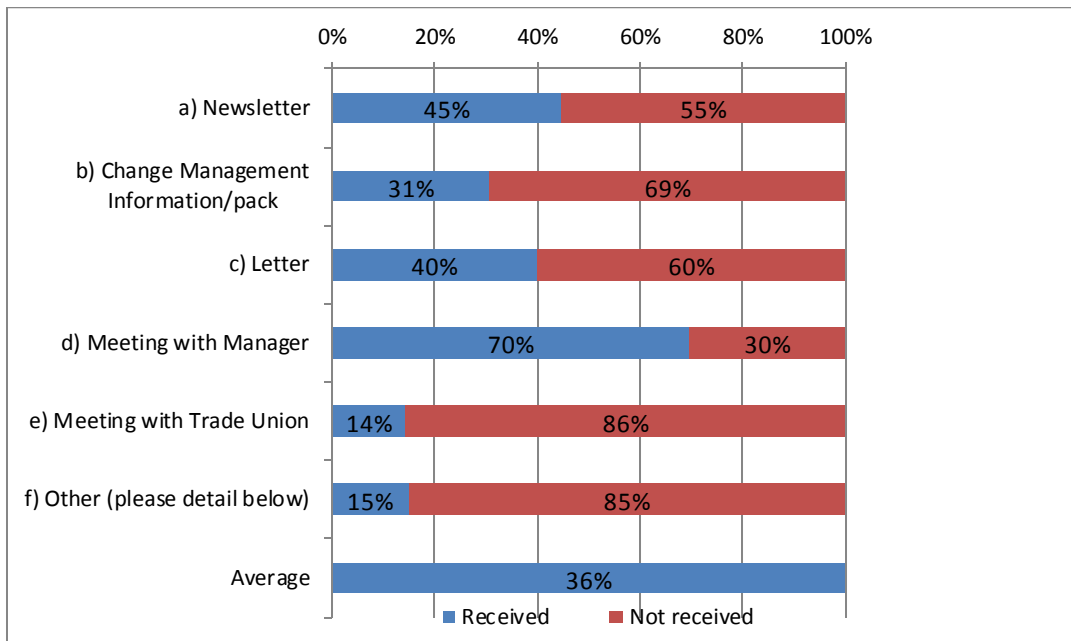
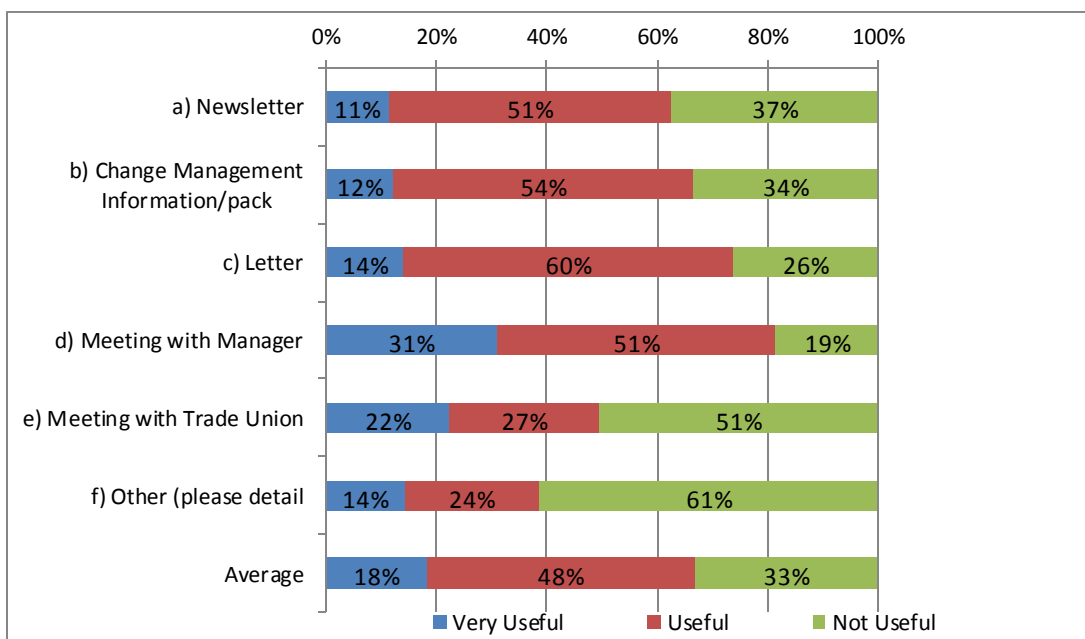


Figure 16 - How useful the information received about the change was



When experiencing change, the most common type of information reported as being received is a meeting with a manager (70%). Contrary to this, only 14% of employees received a meeting with Trade Union. Although it should be noted that this figure will be dependent on membership of a recognised Trade Union.

In terms of how useful the information was, 82% agreed that a meeting with a manager was either very useful or useful. At service level there are significant variances however this can be attributed to the small numbers of employees who have experienced change within the service and do not reflect a true representation of views.

Figure 17 - Opportunity to contribute to the change

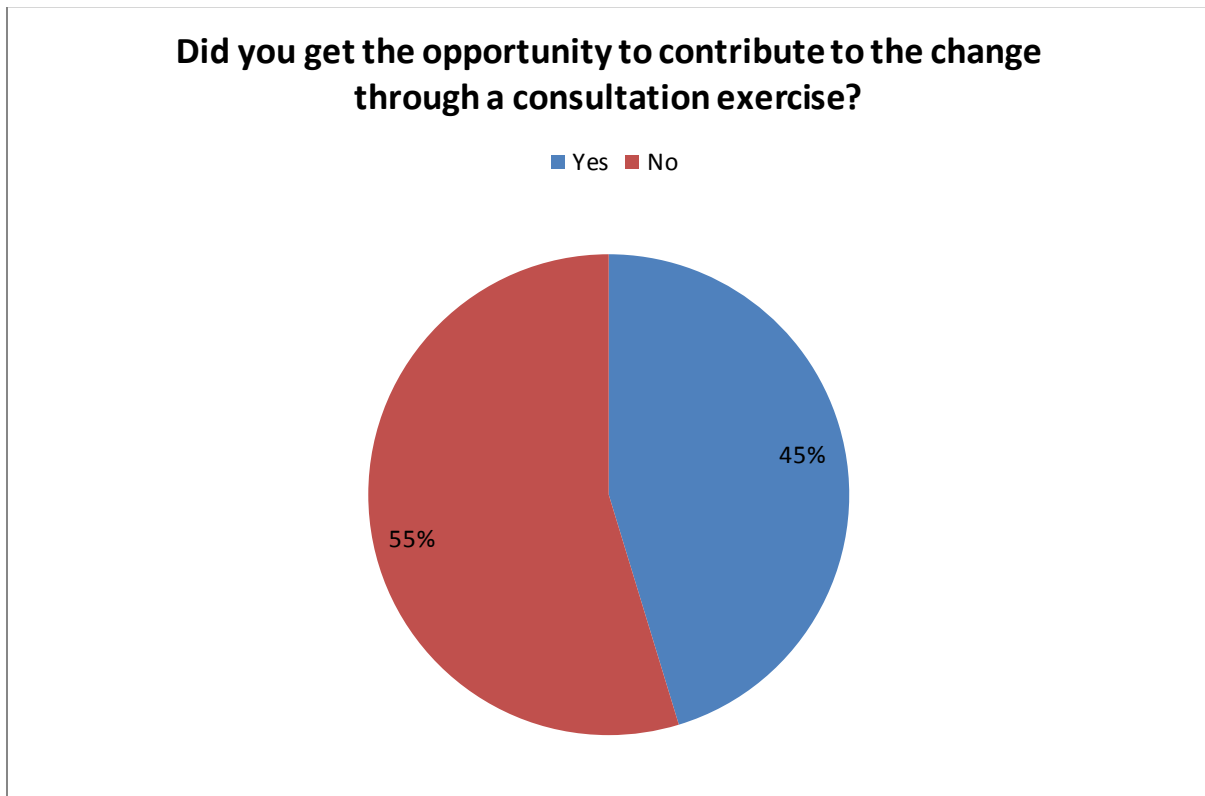
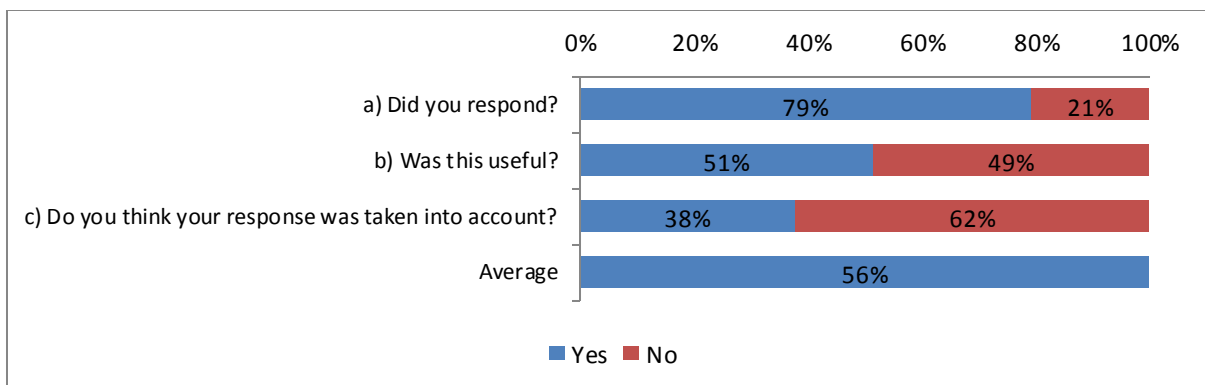


Figure 18 - Responding to the change consultation



Views relating to change consultation are in line with 2015, with only marginal increases or decreases. Less than half (45%) of employees were given the opportunity to contribute to change through a consultation exercise compared to 48% in 2015.

In terms of responding, nearly eight in ten responded to the consultation (79%) with half of employees (51%) finding it useful and only four in ten (38%) thinking that their response was taken into account.

Figure 19 - Completion of the consultation period

Did you receive anything after the consultation period was complete to let you know what happens next?

■ Yes ■ No

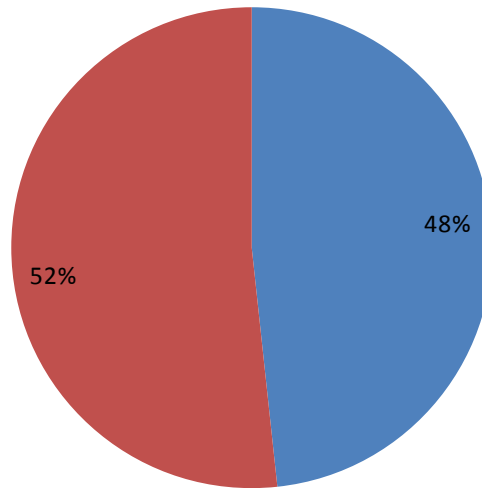
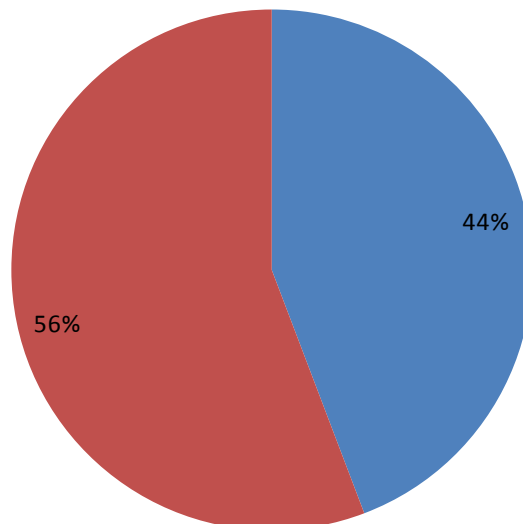


Figure 20 - How helpful was the information received after the consultation period

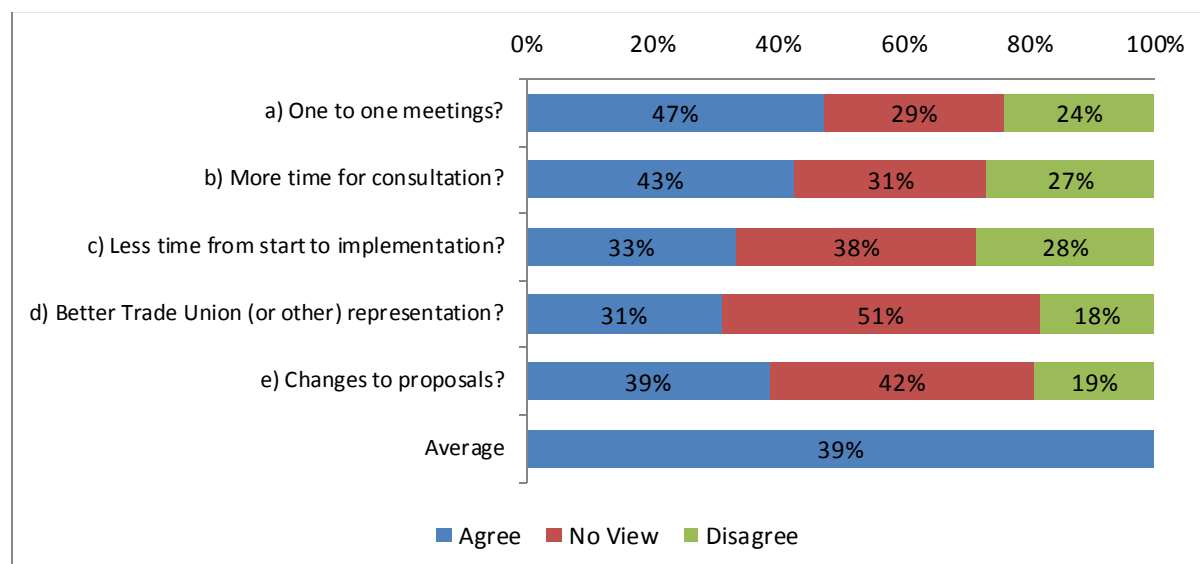
Was this helpful?

■ Yes ■ No



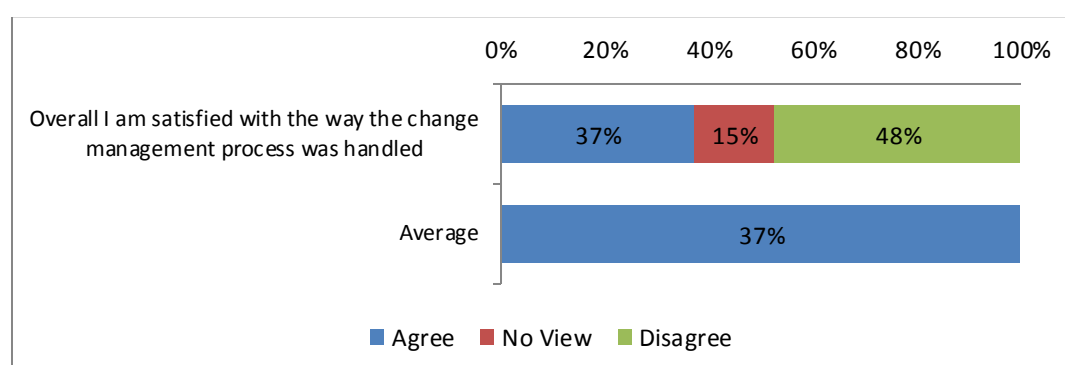
After the consultation period was complete, half of employees (48%) received information to let them know what happens next with only half of employees (44%) finding it useful. These questions were new for 2017 so there is no previous data for comparison, however the views are in line with the other views relating to change.

Figure 21 - Would any of the following have improved the change process for you?



Nearly half of employees (47%) feel that one to one meetings would improve the change process for them, followed by more time for consultation (43%), changes to the proposals (39%), less time from start to implementation (33%) and finally better Trade Union (or other) representation (31%). It is interesting to note that whilst the least number of employees agreed that better Trade Union (or other) representation would improve the change process, the largest number of employees (51%) had 'no view'.

Figure 22 - Overall satisfaction level with the way the change management process was handled



Nearly four in ten employees (37%) were satisfied with the way the change management process was handled. This is a 5% decrease compared to 2015, however it is reflective of the views demonstrated throughout the other areas relating to change.

Table 16 - Overall satisfaction level with the way the change management process was handled

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)*	%age change from 2015
Overall I am satisfied with the way the change management process was handled	42%	51%	40%	36%	37%	-5%

There are some fluctuations between departments, with the lowest satisfaction levels of 36% of in Education & Social Care compared to the highest satisfaction levels of 51% in Corporate Services. Whilst there is some variation, between departments the views are fairly similar.

However, when you compare the views to 2015 there have been significant improvements: Corporate Services (19% increasing to 51%) Environmental Services (24% increasing to 40%) and Education & Social Care (28% increasing to 36%). The only service which did not demonstrate an improvement was Chief Executive's with a marginal decrease (44% to 42%) however it still remains as one of the more satisfied departments in terms of the way the change management process is handled.

10 Workforce Culture

10.1 Introduction

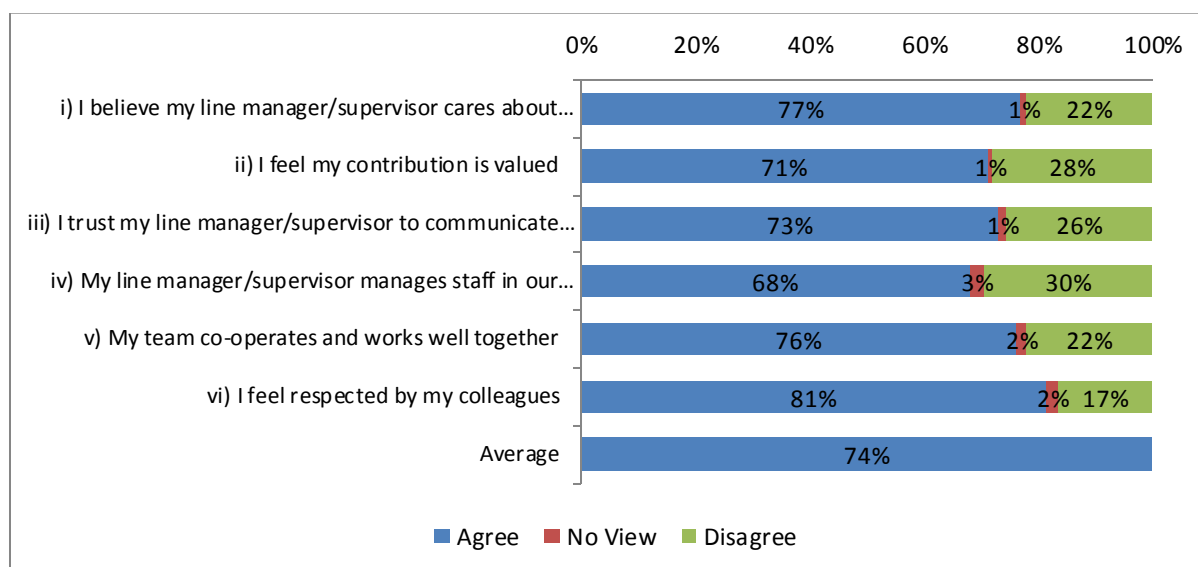
The Workforce Culture working group was established in September 2014 in response to issues of victimisation and harassment raised in the 2013 employee survey.

The overall purpose of the group is to create a positive workforce culture where morale is good, people are proud to work for the council and would recommend it to others. A work plan has been developed and progressed over the past 2 years to facilitate the development of a more positive workforce culture across the council.

In order to form a baseline from which to measure the success or otherwise of the work flowing from the group, questions relating to workforce culture from the 2013 and 2015 survey have remained the same. This will allow analysis and evaluation of the current position, enable the working group to further explore feedback from the workforce and allow evaluation of the impact of the measures contained within the work plan in future surveys. The workforce culture section is split into three sections: management and team, work related and behaviour related questions.

10.2 Management and Team

Figure 23 - Extent of agreement with statements about Management and Team



There are no strong variations between the questions asked within this section. In comparison to 2015, employees feel that they trust their line manager/supervisor to communicate openly and honestly with them (73%) with a 5% increase. It is also encouraging to see that three in four employees believe that their line manager/supervisor cares about their well-being (77%) and that their team co-operates and works well together (76%).

Table 17 - Management and Team; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
i) I believe my line manager/supervisor cares about my well-being	88%	83%	72%	78%	77%	+3%
ii) I feel my contribution is valued	79%	73%	66%	72%	71%	+4%
iii) I trust my line manager/supervisor to communicate openly and honestly with me	85%	74%	71%	73%	73%	+5%
iv) My line manager/supervisor manages staff in our team fairly and consistently	76%	70%	68%	67%	68%	+4%
v) My team co-operates and works well together	94%	78%	72%	77%	76%	-1%
vi) I feel respected by my colleagues	91%	82%	76%	83%	81%	no change

At departmental level, again responses appeared fairly consistent with little deviation from Moray Council average. The only exception to this was Chief Executive's who felt consistently more positive compared to the average.

Employees within Environmental services have scored less positively in comparison with other departments, however responses still remain positive with around seven in ten employees feeling that their line manager/supervisor cares about their well-being (72%) trusting their line manager/supervisor to communicate openly and honestly with them (71%) feeling that their team co-operates and works well together (72%) and are respected by their colleagues (76%).

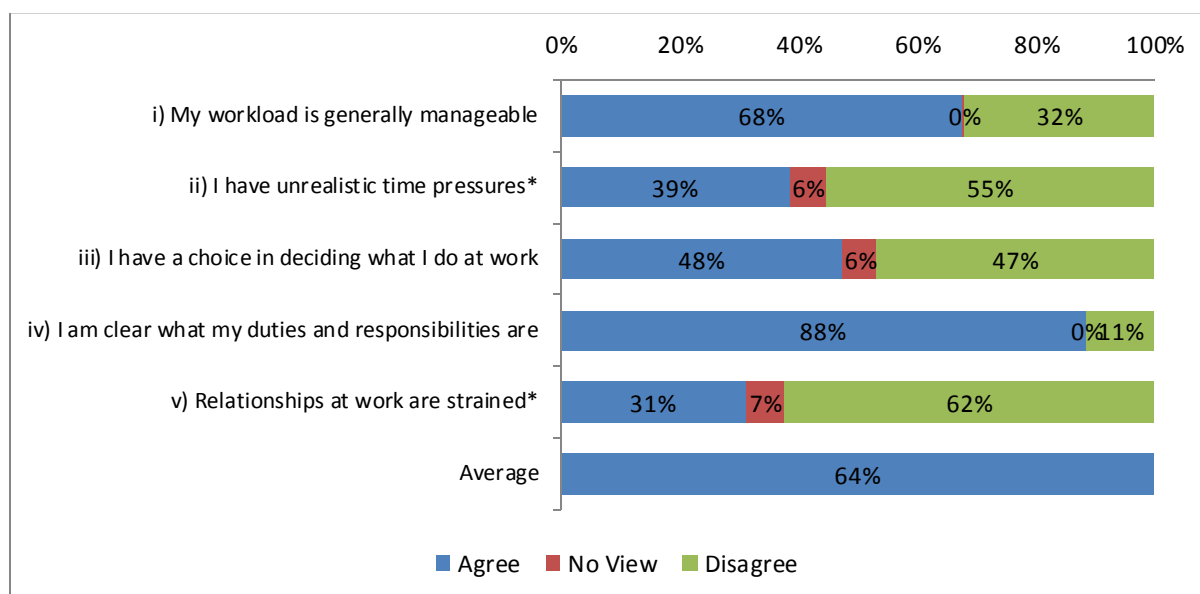
Notable variations at service level include –

- Employees within Transportation & Consultancy, Chief Executives and HR and ICT have responded most positively compared to Roads/Fleet services and Waste responding least positively.
- Around half of employees in Roads/Fleet services (49%) and Waste (46%) feel that their contribution is valued, compared to more than four in five employees in Community Care (Provider Services – Day Care, Residential Care, Admin etc) (80%) and Transportation & Consultancy (91%).
- The smallest variation in responses relates to trusting line managers/supervisors to communicate openly and honestly with the least positive responses seen in Waste (58%) and the most positive responses in Chief Executive's and Transportation & Consultancy (both 85%).
- Less than half of staff within Waste (46%) and Roads/Fleet Services (49%) feel that their contribution is valued, significant increasing to 91% in Transportation & Consultancy.

10.3 Work Related

This section explores a range of measures concerning workload, time pressures, choice, clarity on role and relationships.

Figure 24 - Extent of agreement with statements about Work Related issues



* indicates that the more employees who disagree, the more positive the response.

Around nine in ten (88%) employees are clear what their duties and responsibilities are, although only half of employees (48%) feel they have a choice in deciding what work they do, which could be related to the nature of certain council jobs. In comparison to the 2015 survey, there was little variation between having a manageable workload and having realistic time pressures with a fluctuation of +/-1%.

Table 18 - Work Related; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
i) My workload is generally manageable	79%	73%	79%	61%	68%	-1%
ii) I have unrealistic time pressures*	30%	37%	35%	41%	39%	+1%
iii) I have a choice in deciding what I do at work	58%	49%	44%	51%	48%	-3%
iv) I am clear what my duties and responsibilities are	76%	86%	88%	89%	88%	+1%
v) Relationships at work are strained*	12%	22%	34%	32%	31%	+2%

*note these statistics are marked in opposite colours to others as it is a negative statement that is being asked

The most positive increase within departments was in Chief Executive's where more employees now feel that their workload is generally manageable, increasing from 74% in 2015 to 79% in 2017. Interestingly, employees within this department were the least positive when it came to clarity about their duties and responsibilities, however three in

four employees (76%) were clear about what was expected so even though it was the lowest across all departments the agreement was still relatively high.

Compared to 2015, the least positive variation was within Environmental Services with less employees now having a choice in deciding what they do at work, decreasing from 54% in 2015 to 44% in 2017. As mentioned above, the majority of this service is front line manual work therefore it is likely that the nature of these jobs have limited flexibility.

Within this section, there were two questions which were negative statements therefore the lower the percentage the more positive the response. Looking at unrealistic time pressures across departments, there was little variation with Chief Executive's staying static and the other departments negatively increasing by 1%. Overall four in ten employees (39%) feel that they have unrealistic time pressures. Generally there are slightly less employees who feel that relationships at work are strained. There is a large variation between departments with Chief Executive's demonstrating the most positive response (12%) and Environmental Services displaying the least positive response (34%). Compared to 2015 there have not been any significant changes with a 3% positive decrease in Chief Executive's and a 2% negative increase within Environmental Services and Education & Social Care.

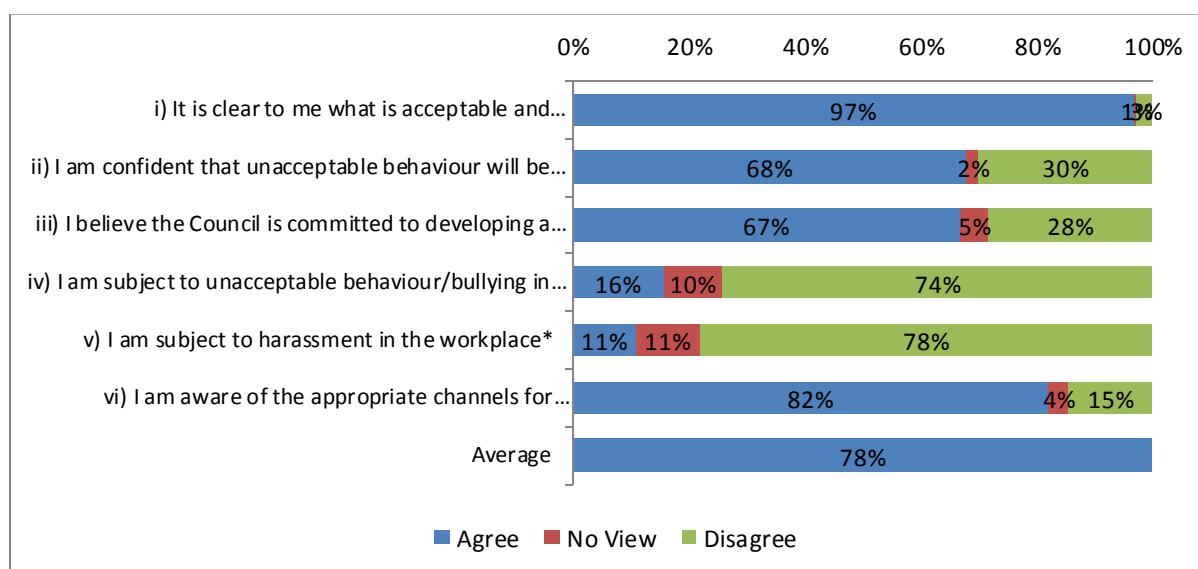
Considering the responses at a service level notable variations in data include:

- Employee in Leisure & Education Resources and Transportation & Consultancy are generally the most positive with employees in Waste and Integrated Children's Services the least positive.
- One in two employees within Roads/Fleet services (50%) and Waste (47%) report that relationships at work are strained, compared to just one in ten within Chief Executive's (12%).
- One in two employees within Teachers (Schools and Curriculum Development) (51%) and Integrated Children's Services (51%) have unrealistic time pressures compared to just one in four within Transportation & Consultancy (24%) and Leisure & Education Resources (25%).
- In terms of workload, this attracted the largest variation between services with three in ten Teachers (School and Curriculum Development) (36%) agreeing that their workload was manageable, compared to nearly nine in ten employees within Community Care (Provider Services – Day Care, Residential Care, Admin etc.) (88%).
- Employees within Catering are amongst one of the least positive services in terms of having a choice in deciding what they do at work, however they are one of the most positive services when it comes to having a manageable workload and being clear on what their duties and responsibilities are.

10.4 Behaviours

Following the analysis of the results of the 2013 opinion survey where issues of victimisation and harassment were raised, additional questions were placed in the 2015 survey to provide a baseline for measurement and gain additional information. These questions have been included again in 2017 to allow monitoring and evaluation to continue, with the addition of a separate question relating to harassment to allow different forms of behaviours to be measured.

Figure 25 - Extent of agreement with statements about Behaviours



* indicates that the more employees who disagree, the more positive the response.

It is positive to note that nine in ten employees are clear on what is acceptable and unacceptable behaviour in the workplace (97%) and that they are aware of the appropriate channels for reporting unacceptable behaviour or bullying (82%).

Since the 2015 survey, significant work has been carried out to raise the profile of the development of a positive workforce culture across the Council. Part of this work included creating a common understanding of un/acceptable behavior as well as developing systems to enable employees to report concerns having confidence that they will be dealt with. It is encouraging to see progress being made with less employees now feeling subject to unacceptable behaviour/bullying in the workplace (19% in 2015 compared to 16% in 2017.) In addition, only one in ten employees (11%) feel subjected to harassment in the workplace, this is a new question for 2017 so there is no previous data to benchmark against, however it is slightly less than unacceptable behaviour/bullying which is comparable.

Whilst these are positive responses and indicates that progress is being made with the culture beginning to change, it is important the council does not become complacent as the results also show that there is still room for improvement with further work to be done.

Table 19 - Behaviours; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
i) It is clear to me what is acceptable and unacceptable behaviour in the workplace	100%	98%	97%	96%	97%	+3%
ii) I am confident that unacceptable behaviour will be taken seriously and dealt with	67%	69%	67%	67%	68%	+2%
iii) I believe the Council is committed to developing a more positive workforce culture	73%	79%	66%	65%	67%	+6%
iv) I am subject to unacceptable behaviour/bullying in the workplace*	9%	10%	19%	15%	16%	-3%
v) I am subject to harassment in the workplace*	6%	7%	14%	11%	11%	n/a
vi) I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment	91%	85%	81%	82%	82%	no change

**note these statistics are marked in opposite colours to others as it is a negative statement that is being asked
n/a = question not asked in 2015*

At a departmental level, there are generally positive variances across all questions which are in line with the Council average. One of the most positive improvements was within Environmental Services with more employees believing that the Council is committed to developing a more positive workforce culture (54% in 2015 increasing to 66% in 2017). In addition to this, within Chief Executive's there was a positive decrease in the number of employees feeling subject to unacceptable behaviour/bullying in the workplace decreasing from 22% in 2015 to 9% in 2017.

Overall, more employees are clear on what is acceptable and unacceptable behaviour in the workplace (96-100%) with less employees feeling subject to unacceptable behaviour/bullying in the workplace (9-19%) and even less employees feeling subject to harassment (6-14%) indicating a direct correlation between knowledge of what defines each behaviour and actual experience of being subjected to it.

Considering the responses at a service level notable variations in data include:

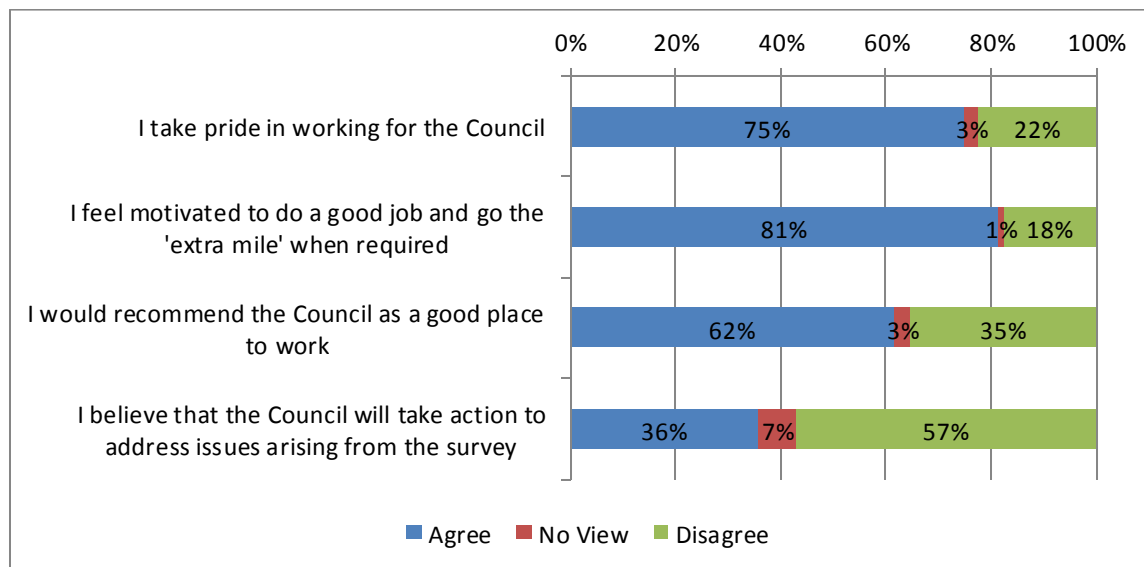
- All employees within Financial Services, Development Services, Chief Executives, Lands & Parks, Transportation & Consultancy and Community Care (Provider Services – Day Care, Residential Care, Admin etc) are clear on what is acceptable and unacceptable behaviour in the workplace.
- In terms of unacceptable behaviour/bullying in the workplace, around a quarter of employees within Waste, Roads/Fleet services and Community Care (OT, Social Work Services and Performance & Commissioning) feel subject to it (28%, 22% and 22% respectively). Levels of unacceptable behaviour/bullying are less prominent within Legal & Democratic services, Transportation & Consultancy and Financial Services (9%, 9% and 8% respectively).

- Compared to 2015, significant improvements have been achieved within Lands & Parks. Previously they were the least positive service in relation to being clear on what acceptable and unacceptable behaviour was (69%), confidence that unacceptable behaviour is taken seriously (45%) and belief that the Council is committed to developing a more positive workforce culture (31%). In 2017, they are now one of the most positive services across all of these areas demonstrating significant positive increases. (100%, 81% and 81% respectively)

11 Employee Engagement

Employee engagement is the discretionary commitment and enthusiasm people give to the Council, their services and their colleagues, which means we can provide better more effective services and that it matters to employees that the Council does well. There are a number of measures included within the survey to explore the elements directly linked with engagement such as advocacy and motivation.

Figure 26 - Extent of agreement with statements about employees' overall satisfaction



It was encouraging to note that three in four (75%) employees take pride in working for the Council, a 5% increase compared to 2015. In addition four in five employees (81%) feel motivated to do a good job and go the 'extra mile' and three in five employees (62%) would recommend the Council as a good place to work, all positively increasing since 2015.

Only one in three employees (36%) believe that the Council will take action to address issues arising from the survey, a 3% decrease when compared to 2015 demonstrating that there is still scope for improvement, either more action could be taken or that the action could be made more visible.

Table 20 - Overall satisfaction; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
I take pride in working for the Council	76%	82%	81%	71%	75%	5%
I feel motivated to do a good job and go the 'extra mile' when required	91%	81%	77%	82%	81%	2%
I would recommend the Council as a good place to work	76%	76%	65%	58%	62%	1%
I believe that the Council will take action to address issues arising from the survey	45%	50%	39%	33%	36%	-3%

There are some significant negative decreases within Chief Executive's section when compared to 2015. Three in four employees (76%) take pride in working for the Council, a 9% decrease and less than one in two employees (45%) believe that the Council will take action to address issues arising from the survey, a 14% decrease. However, putting this into perspective the responses are in line with the Council average this year. When it comes to feeling motivated to do a good job and go the 'extra mile' and recommending the Council as a good place to work, the Chief Executive's section responded the most positively compared to other departments.

Compared to 2015 Environmental Services have had the most improvement with positive increases across all areas, this was most prominent in taking pride in working for the Council where it increased by 7% with three quarters of employees (74%) now agreeing.

In terms of key variations by service;

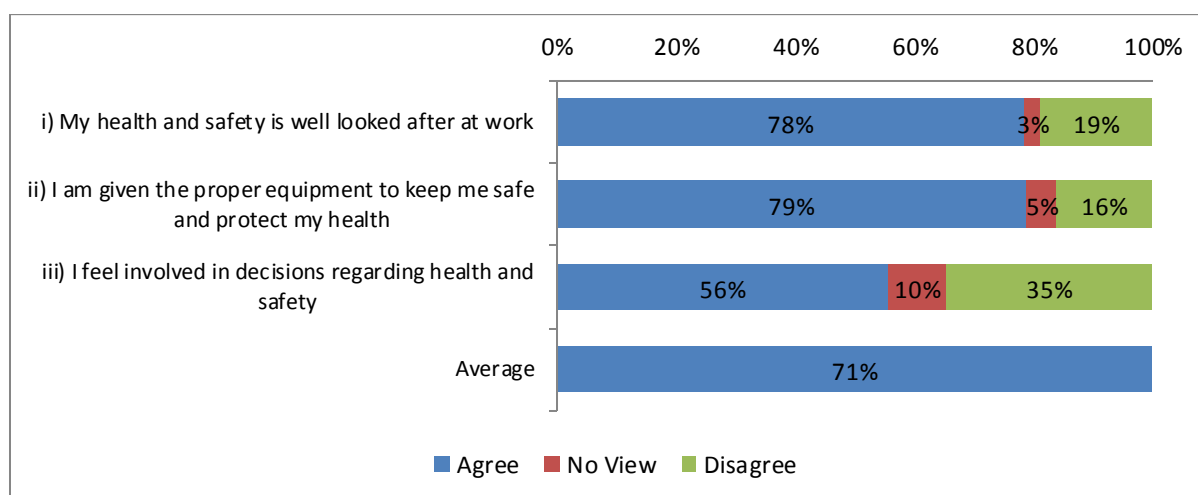
- More than nine in ten employees from Catering (91%) and Cleaning & Facilities (90%) take pride in working for the Council, however contrary to this only one in two employees within Teaching (Schools & Curriculum Development) (51%) mirror these views.
- The largest variation in responses between services is when it comes to recommending the Council as a good place to work. The most positive responses are within Financial Services (88%) and Catering (81%) with the least positive responses in Roads/Fleet Services (38%) and Teachers (School and Curriculum Development) (40%).
- The least positive views about feeling motivated to do a good job and go the 'extra mile' when required come from employees in Waste (59%) and Roads/Fleet services (60%), whereas employees from Transportation & Consultancy (91%) and Chief Executive's (91%) are most likely to be motivated.
- More than half of employees from HR & ICT (58%) and Financial Services (58%) believe that the Council will take action to address issues arising from the survey, whereas only one in five from Community Care (OT, Social Work Services, Performance & Commissioning) (19%) agree.

12 Health and Safety

Health and Safety plays a key role in delivering services safely and effectively across the Council. For us to have a safe and healthy working environment, we all have a duty to be aware of current standards and policy, to communicate freely on all matters affecting health and safety, and to actively involve ourselves in the safe operation of Moray Council.

In order to form a baseline and measure the culture of Health and Safety within our workplace, this new section has been introduced.

Figure 27 - Extent of agreement with statements about Health and Safety



It is encouraging to note that nearly eight in ten employees feel that their health and safety is well looked after at work (78%) and that they are given the proper equipment to keep them safe and protect their health (79%). Whilst this is a positive response, it still indicates that there is scope for improvement due to the crucial role of Health and Safety in the workplace.

In addition, just over half of employees (56%) feel involved in decisions regarding health and safety however this may be due to some of the mandatory processes required to ensure compliance.

Table 21 - Overall agreement with statement about Health and Safety; Percentage agree by Department

	Chief Executive's	Corporate Services	Environmental Services	Education & Social Care	Moray Council (Average)	%age change from 2015
i) My health and safety is well looked after at work	82%	83%	81%	77%	78%	n/a
ii) I am given the proper equipment to keep me safe and protect my health	73%	78%	82%	77%	79%	n/a
iii) I feel involved in decisions regarding health and safety	58%	52%	57%	55%	56%	n/a

n/a = question not asked in 2015

There are no significant variations between departments when it comes to Health and Safety with all responses in line with the Council average. Generally responses within Corporate Services are more positive when it comes to looking after health and safety and being given the proper equipment, however contrary to this they are least positive when it comes to feeling involved in decisions regarding health and safety.

In terms of key variations by service;

- Employees within Lands & Parks are the most positive service in relation to health and safety with nine in ten employees feeling that their health and safety is well looked after (89%) and that they are given the proper equipment to keep them safe and protect their health (96%). In addition to this, they are the most positive service when it comes to feeling involved in decisions regarding health and safety with three in four employees (74%) agreeing.
- In terms of health and safety being looked after at work, Transportation and Consultancy are the most positive (91%) compared to Community Care (OT, Social Work Services and Performance & Commissioning) who are the least positive (69%).
- More than nine in ten employees (96%) within Lands & Parks are given the proper equipment to keep them safe and protect their health, compared with seven in ten employees (67%) within Waste.
- The largest variance in response is when it comes to feeling involved in decisions regarding health and safety, with employees in Legal & Democratic being least positive (39%) compared to employees in Lands & Parks and Community Care (Provider Services – Day care, Residential Care, Admin etc.) who are the most positive (74%).

13 Benchmarking

Like-for-like comparisons are difficult because of variations regarding expectations, question wording, question sequences, response options, and the ultimate use and interpretation of data. This year, comparing our results with other local authorities has been more challenging as neighbouring local authorities have adapted their opinion survey to measure their current focus, the same as Moray Council has through the inclusion of a new section on Health and Safety. Despite this, comparisons can still be made with headline data from other Scottish Councils.

Table 22 – Benchmarking

	Moray Council	Average from other Local Authorities ¹	% difference
Employee Engagement index (% satisfied)	73%	59% *	+14%
I would recommend the Council as a good place to work (% agree)	62%	54%	+8%
Morale is good where I work (% agree)	48%	46% *	+2%
I feel valued and recognised for my work (% agree)	58%	61%	-3%

¹ Average from related questions in the Aberdeenshire Council Survey 2014 & Highland Council Employee Survey 2015

*based on one sample only

In terms of employees feeling valued and recognised, there are slightly less positive responses compared with neighbouring local authorities (-3%) however across the other three areas which are compared, Moray Council are more positive.

The most significant comparison is the Employee Engagement index, with Moray Council achieving 73% compared to 59% within neighbouring local authorities. Around six in ten (62%) employees within Moray Council would recommend the Council as a good place to work compared with five in ten (54%) employees within neighbouring local authorities, another positive comparison.

14 Respondent Profile

The following table presents the profile of the employees that responded to the survey prior to a weighting being applied to ensure that the sample was representative of each Department and Service.

Table 23 - Response rate as a proportion of total responses

Department & Service	Returns	Response rate from Dept as proportion of all responses	Issued
Chief Executives	33	1.7%	47
Corporate Services	206	10.5%	310
Education & Social Care	1045	53.3%	2919
Environmental Services	618	31.5%	1402
Not Stated	57	2.9%	0
Total	1959	100.0%	4678

Table 24 - Departmental Response rate

Department & Service	Returns	Departmental Response rate	Issued
Chief Executives	33	70.2%	47
Corporate Services	206	66.5%	310
Education & Social Care	1045	35.8%	2919
Environmental Services	618	44.1%	1402
Not Stated	57		0
Total	1959	41.9%	4678

The largest response rate (70%) was from Chief Executive's Section, however in proportionate terms this department only accounts for 1.7% of The Moray Council's workforce. The largest proportion of the workforce is within Education and Social Care (53%) where they obtained a 36% response rate. However, in proportionate terms, employees from Chief Executive's Section were more likely than average to respond whilst those from Education & Social Care, with the exception of Integrated Children's Services (Professional posts) and Libraries were less likely to do so.

The largest proportion of respondents are office-based (36%) followed by those located within schools (35%).

Respondents also represented a broad range of age groups with 31% under the age of 45 but a larger proportion of 59% are over the age of 45. The remaining 10% did not divulge their age. The profile of respondents by gender shows more women than men (63% female) responded, similar to 2015 (66%). A small minority of respondents noted that they have a physical or mental health condition or illness (5%) and less than 1% have identified as transgender, again similar to 2015.

Respondents are predominantly Scottish (65%), while a small minority are English (6%). Other significant categories in terms of ethnicity were British (19%), Other White (1.6%) with less than 1% identifying themselves as Welsh or Irish. A small number of respondents chose not to state their ethnic origin.

Table 25 - Respondent Equalities Information

	Un-weighted base number	Percentage of respondents
EQUALITIES INFORMATION		
Gender*		
Male	546	27.9%
Female	1232	62.9%
Other / Transgender	4	0.2%
Not provided	177	9.0%
Age		
16-24	28	1.4%
25-34	202	10.3%
35-44	378	19.3%
45-54	662	33.8%
55+	496	25.3%
Not provided	193	9.9%
Ethnicity (BME = Black and Minority Ethnic)		
Non-BME	1810	92.4%
BME	18	0.9%
Not provided	131	6.7%
Disability		
With disability	94	4.8%
No disability	1584	80.9%
Prefer not to say / Not Provided	281	14.3%

**For reference, the actual employee gender profile of the council in July 2017 was noted as 74.5% Female and 25.5% Male.*

Please note this is not a demographic profile of the employees of the Moray Council, only of those that responded to this survey.

Table 26 - Respondent Profile Information

	Un-weighted base number	Percentage of respondents
Working status		
Full time	1275	65.1%
Part time	578	29.5%
Job Share	34	1.7%
Other	24	1.2%
Not Stated	48	2.5%
Job Status		
Permanent	1756	89.64%
Temporary /fixed term	155	7.91%
Not provided	48	2.45%
Location of Work		
In an office	713	36.4%
In the community / client homes	160	8.2%
In another type of Council building *	98	5.0%
Outdoors /in vehicle	194	9.9%
In a school	689	35.2%
Other	59	3.0%
Not provided	46	2.3%
Length of Service		
Less than 1 year	130	6.6%
1-5 years	399	20.4%
5+ years	1381	70.5%
Not provided	49	2.5%
Pay Grade		
Grade 1-4	662	33.8%
Grade 5-7	411	21.0%
Grade 8-9	286	14.6%
Grade 10-13 and Chief Officer	125	6.4%
Other	90	4.6%
Maingrade Teachers / Principal Teachers	252	12.9%
Head/ Deputy Teacher	40	2.0%
Not provided	93	4.7%

*such as library, community centre or pool/ leisure centre

Please note this is not a demographic profile of the employees of the Moray Council, only of those that responded to this survey.

Tables

Table 1 - Returns and Response Rate by distribution method	5
Table 2: Survey response level by Department and Service.....	7
Table 3: Year on Year Comparison on selected indicators	10
Table 4: Highest percentage changes since 2015.....	10
Table 5: Lowest percentage changes since 2015.....	11
Table 6: Largest percentage decreases since 2015	12
Table 7: Engagement index scores by each employment-related theme (by Department) ...	14
Table 8: You and your job, percentage agreement by department	18
Table 9: Table showing analysis of Job satisfaction by department (un-weighted).....	20
Table 10: Employee job satisfaction by service in rank order	21
Table 11 - Leadership and Senior Management; Percentage agreement by Department	23
Table 12 - Line Management/Supervision; Percentage agree by Department.....	26
Table 13 - Corporate Communications; Percentage agree by Department	28
Table 14 - Performance, Training and Development; Percentage agree by Department	30
Table 15 - I have had a development activity/session in the last 12 months; Percentage agree by Department	32
Table 16 - Overall satisfaction level with the way the change management process was handled	38
Table 17 - Management and Team; Percentage agree by Department	39
Table 18 - Work Related; Percentage agree by Department.....	41
Table 19 - Behaviours; Percentage agree by Department.....	44
Table 20 - Overall satisfaction; Percentage agree by Department.....	46
Table 21 - Overall agreement with statement about Health and Safety; Percentage agree by Department.....	47
Table 22 – Benchmarking	49
Table 23 - Response rate as a proportion of total responses	49
Table 24 - Departmental Response rate	50
Table 25 - Respondent Equalities Information	51
Table 26 - Respondent Profile Information	52

Figures

Figure 1: Response rate from Department as proportion of all responses.....	6
Figure 2: Figure showing highest scoring questions	8
Figure 3: Figure showing lowest scoring questions	9
Figure 4: Summary index scores by each employment-related theme	13
Figure 5: Top 15 most important factors impacting on satisfaction with present job	15
Figure 6: The prioritisation of factors that impact on overall satisfaction with the job	16
Figure 7: You and your job, Percentage agreement with statements about your job at Moray Council.....	17
Figure 8: Job Satisfaction; Percentage agreement	19
Figure 9: To what extent do you agree or disagree with the following statements concerning Leadership and Senior Management?	22
Figure 10: To what extent do you agree or disagree with the following statements concerning line management/supervision?	25
Figure 11: To what extent do you agree or disagree with the following statements concerning communication?	27
Figure 12 - To what extent do you agree or disagree with statements concerning performance, development and training at the Council?	30
Figure 13: Percentage of Employees that have had some form of appraisal within the last 12 months	32
Figure 14 – Changes within your team or service.....	33
Figure 15 - Information received about change	34
Figure 16 - How useful the information received about the change was	34
Figure 17 - Opportunity to contribute to the change.....	35
Figure 18 - Responding to the change consultation	35
Figure 19 - Completion of the consultation period	36
Figure 20 - How helpful was the information received after the consultation period	36
Figure 21 - Would any of the following have improved the change process for you?	37
Figure 22 - Overall satisfaction level with the way the change management process was handled	37
Figure 23 - Extent of agreement with statements about Management and Team	39
Figure 24 - Extent of agreement with statements about Work Related issues	41
Figure 25 - Extent of agreement with statements about Behaviours	43
Figure 26 - Extent of agreement with statements about employees' overall satisfaction	45
Figure 27 - Extent of agreement with statements about Health and Safety.....	47

Appendix

15	Appendix 1 - Data Tables for Service Level response	56
15.1	You and Your Job	57
15.2	Leadership and Senior Management	58
15.3	Supervision	59
15.4	Communication	60
15.5	Training, Performance and Development	61
15.6	I have had a development activity/session in the last 12 months (ERDP, PR & D, professional supervision or appraisal)	62
15.7	Experience of change – Have your team or service experiences change in the last 2 years?	63
15.8	Experience of change – What information did you receive?	64
15.9	Experience of change – How useful was it?	65
15.10	Experience of change – Did you get the opportunity to contribute to the change through a consultation exercise?	66
15.11	Experience of change – If yes:	67
15.12	Experience of change – Did you receive anything after the consultation period was complete to let you know what happens next?	68
15.13	Experience of change – If you received information after the consultation period was complete, was this information helpful?	69
15.14	Experience of change – To what extent would any of the following have improved the change process for you?	70
15.15	Experience of change – Overall satisfaction	71
15.16	Workforce Culture - Management and Team	72
15.17	Workforce Culture – Work Related	73
15.18	Workforce Culture – Behaviours	74
15.19	Health and Safety	75

15 Appendix 1 - Data Tables for Service Level response

Below is shown the tabulated data for the responses within each service by theme. The percentage shown is the percentage of those that agreed or strongly agreed with the question being asked. The data presented was weighted by response level to adjust any over or under representation to calculate the overall average for the council.

The percentages shown are representative of the responses received in that section bearing in mind the confidence levels (shown earlier in the report) based on the sample size within the department.

Unless stated at the head of the table, the percentages relate to the percentage agreement by employees.

The top 3 scores are those marked in green and the bottom 3 scores are marked in red.

15.1 You and Your Job

	a) I enjoy the work I do	b) I feel valued and recognised for my work	c) Moral is good where I work	d) I take pride in working for the Council	e) I feel motivated to do a good job and go the 'extra mile' when required	f) I would recommend the Council as a good place to work
Chief Executives	85%	67%	67%	76%	91%	76%
HR and ICT (Corporate Services)	84%	68%	60%	81%	78%	73%
Financial Services (Corporate Services)	90%	54%	54%	85%	85%	88%
Legal & Democratic (Corporate Services)	81%	48%	43%	80%	83%	71%
Development Services (inc. Museums)	88%	68%	52%	82%	77%	64%
Catering (Direct Services)	91%	73%	73%	91%	90%	81%
Cleaning & Facilities (Direct Services)	88%	73%	73%	90%	87%	79%
Lands & Parks (Direct Services)	87%	65%	65%	83%	85%	69%
Waste (Direct Services)	81%	56%	41%	75%	59%	52%
Roads / Fleet Services (Direct Services)	83%	42%	26%	71%	60%	38%
Transportation and Consultancy (Direct Services)	94%	76%	67%	85%	91%	73%
Housing & Property	89%	52%	44%	77%	73%	61%
Teachers (Schools and Curriculum Development)	88%	47%	39%	51%	78%	40%
Support Staff inc. HQ (Schools and Curriculum Development)	93%	64%	47%	79%	88%	66%
Community Care (Provider Services - Care at Home staff only)	92%	44%	33%	85%	80%	66%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	97%	71%	62%	88%	87%	80%
Community Care (OT, Social Work Services and Performance & Commissioning)	86%	47%	35%	72%	79%	51%
Integrated Children's Services (Professional posts)	87%	69%	52%	76%	87%	67%
Integrated Children's Services (Support staff)	95%	67%	48%	87%	90%	77%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	90%	71%	56%	79%	79%	67%
Libraries (Lifelong Learning, Culture and Sport)	95%	67%	72%	84%	84%	77%
Not Stated	77%	51%	40%	72%	81%	60%
AVERAGE (WEIGHTED)	89%	58%	48%	75%	81%	62%

15.2 Leadership and Senior Management

	a) I believe senior management demonstrate leadership & direction for my service and department	b) I believe senior management have a clear vision of where the organisation is going	c) I believe elected members provide leadership for the Council	d) I know what elected members do	e) I can see how my job links to the Council's objectives and priorities	f) Overall, I am satisfied with the leadership and direction I receive	g) I am aware of the challenges that face the Council over the next few years	h) I expect the Council will have to change the way it delivers services because of these changes
Chief Executives	55%	48%	21%	76%	88%	64%	100%	94%
HR and ICT (Corporate Services)	66%	58%	13%	62%	69%	59%	93%	93%
Financial Services (Corporate Services)	67%	63%	27%	65%	85%	67%	100%	98%
Legal & Democratic (Corporate Services)	54%	36%	25%	59%	65%	52%	87%	87%
Development Services (inc. Museums)	43%	34%	20%	68%	79%	39%	95%	91%
Catering (Direct Services)	58%	56%	33%	23%	40%	58%	67%	66%
Cleaning & Facilities (Direct Services)	52%	47%	27%	23%	38%	49%	65%	62%
Lands & Parks (Direct Services)	52%	44%	22%	30%	46%	48%	81%	83%
Waste (Direct Services)	32%	27%	25%	32%	48%	37%	74%	70%
Roads / Fleet Services (Direct Services)	33%	31%	10%	39%	38%	36%	86%	85%
Transportation and Consultancy (Direct Services)	64%	45%	21%	61%	58%	58%	100%	91%
Housing & Property	56%	50%	20%	46%	69%	48%	90%	86%
Teachers (Schools and Curriculum Development)	43%	42%	18%	33%	61%	34%	81%	78%
Support Staff inc. HQ (Schools and Curriculum Development)	57%	57%	32%	29%	44%	52%	80%	77%
Community Care (Provider Services - Care at Home staff only)	44%	36%	26%	21%	44%	42%	71%	63%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	57%	48%	19%	25%	48%	52%	80%	77%
Community Care (OT, Social Work Services and Performance & Commissioning)	34%	29%	11%	38%	54%	22%	84%	86%
Integrated Children's Services (Professional posts)	49%	57%	16%	33%	75%	49%	96%	97%
Integrated Children's Services (Support staff)	67%	56%	23%	36%	67%	61%	82%	79%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	42%	40%	27%	40%	60%	48%	90%	79%
Libraries (Lifelong Learning, Culture and Sport)	70%	65%	33%	60%	86%	72%	98%	95%
Not Stated	42%	33%	30%	46%	51%	39%	84%	77%
AVERAGE (WEIGHTED)	50%	46%	23%	36%	55%	46%	82%	78%

15.3 Supervision

	a) I feel supported by my line manager/supervisor	b) My line manager/supervisor passes information to me effectively	c) My line manager/supervisor recognises and gives praise for good performance	d) My line manager/supervisor treats me fairly and with respect	e) My line manager/supervisor motivates me	f) Overall, I am satisfied with the line management/supervision I receive	g) I feel able to approach my supervisor when I have a problem and I am confident it will be acted upon
Chief Executives	82%	73%	82%	85%	67%	73%	82%
HR and ICT (Corporate Services)	85%	78%	81%	85%	73%	80%	86%
Financial Services (Corporate Services)	65%	67%	62%	67%	58%	69%	71%
Legal & Democratic (Corporate Services)	64%	70%	55%	78%	54%	68%	68%
Development Services (inc. Museums)	73%	71%	63%	77%	61%	68%	75%
Catering (Direct Services)	78%	78%	75%	77%	72%	76%	74%
Cleaning & Facilities (Direct Services)	81%	81%	74%	81%	71%	80%	78%
Lands & Parks (Direct Services)	70%	72%	63%	76%	54%	70%	72%
Waste (Direct Services)	53%	49%	45%	63%	45%	51%	58%
Roads / Fleet Services (Direct Services)	57%	63%	46%	65%	42%	46%	58%
Transportation and Consultancy (Direct Services)	91%	70%	67%	88%	61%	82%	82%
Housing & Property	72%	68%	59%	75%	55%	69%	66%
Teachers (Schools and Curriculum Development)	72%	72%	66%	80%	60%	68%	74%
Support Staff inc. HQ (Schools and Curriculum Development)	73%	68%	71%	82%	63%	71%	73%
Community Care (Provider Services - Care at Home staff only)	72%	66%	58%	73%	54%	64%	67%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	83%	75%	78%	83%	74%	83%	77%
Community Care (OT, Social Work Services and Performance & Commissioning)	73%	66%	71%	81%	56%	65%	64%
Integrated Children's Services (Professional posts)	78%	78%	70%	85%	64%	67%	78%
Integrated Children's Services (Support staff)	80%	74%	70%	84%	61%	67%	72%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	73%	69%	63%	75%	56%	67%	71%
Libraries (Lifelong Learning, Culture and Sport)	86%	84%	70%	86%	72%	74%	77%
Not Stated	63%	61%	53%	72%	51%	56%	68%
AVERAGE (WEIGHTED)	74%	70%	66%	79%	61%	69%	72%

15.4 Communication

	a) I am kept well informed about what is happening in my team	b) I have the opportunity to participate in regular team interactions (or meetings)	c) I am kept well informed about what is happening within the Council	d) I believe that the Council will take action to address issues arising from the survey	e) The information I receive is easy to understand	f) Communication in my team is open and honest	g) Communications from the Council are open and honest	h) Overall, I am satisfied with communication in the Council
Chief Executives	79%	79%	82%	45%	91%	91%	70%	79%
HR and ICT (Corporate Services)	73%	80%	72%	58%	85%	73%	62%	66%
Financial Services (Corporate Services)	69%	92%	88%	58%	88%	73%	71%	71%
Legal & Democratic (Corporate Services)	67%	64%	58%	35%	77%	74%	52%	59%
Development Services (inc. Museums)	71%	88%	66%	36%	84%	66%	46%	55%
Catering (Direct Services)	72%	60%	44%	47%	75%	70%	48%	51%
Cleaning & Facilities (Direct Services)	78%	64%	49%	53%	76%	79%	53%	56%
Lands & Parks (Direct Services)	74%	87%	52%	48%	81%	76%	59%	56%
Waste (Direct Services)	45%	63%	38%	29%	68%	49%	29%	34%
Roads / Fleet Services (Direct Services)	50%	64%	35%	24%	69%	58%	32%	33%
Transportation and Consultancy (Direct Services)	76%	88%	58%	42%	82%	82%	55%	64%
Housing & Property	65%	76%	54%	35%	79%	69%	49%	48%
Teachers (Schools and Curriculum Development)	66%	81%	54%	27%	70%	66%	39%	42%
Support Staff inc. HQ (Schools and Curriculum Development)	59%	56%	44%	32%	75%	60%	43%	42%
Community Care (Provider Services - Care at Home staff only)	61%	84%	41%	38%	74%	69%	44%	48%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	77%	88%	54%	42%	83%	77%	38%	43%
Community Care (OT, Social Work Services and Performance & Commissioning)	58%	80%	40%	19%	68%	60%	35%	33%
Integrated Children's Services (Professional posts)	76%	93%	67%	45%	81%	73%	58%	57%
Integrated Children's Services (Support staff)	64%	75%	69%	36%	70%	52%	52%	59%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	60%	52%	54%	46%	81%	63%	54%	54%
Libraries (Lifelong Learning, Culture and Sport)	79%	81%	74%	47%	81%	79%	67%	74%
Not Stated	58%	75%	42%	39%	67%	65%	46%	46%
AVERAGE (WEIGHTED)	66%	74%	52%	36%	75%	67%	46%	48%

15.5 Training, Performance and Development

	a) I am encouraged to improve my own performance	b) I get the training and development I need to do my job effectively	c) The training and development I receive helps me to do my job better
Chief Executives	64%	42%	48%
HR and ICT (Corporate Services)	69%	53%	56%
Financial Services (Corporate Services)	69%	63%	60%
Legal & Democratic (Corporate Services)	52%	41%	46%
Development Services (inc. Museums)	66%	57%	63%
Catering (Direct Services)	66%	67%	66%
Cleaning & Facilities (Direct Services)	66%	70%	72%
Lands & Parks (Direct Services)	74%	76%	81%
Waste (Direct Services)	41%	56%	45%
Roads / Fleet Services (Direct Services)	42%	46%	47%
Transportation and Consultancy (Direct Services)	76%	76%	70%
Housing & Property	70%	57%	61%
Teachers (Schools and Curriculum Development)	81%	53%	56%
Support Staff inc. HQ (Schools and Curriculum Development)	60%	52%	60%
Community Care (Provider Services - Care at Home staff only)	78%	80%	84%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	88%	87%	90%
Community Care (OT, Social Work Services and Performance & Commissioning)	62%	56%	58%
Integrated Children's Services (Professional posts)	78%	54%	70%
Integrated Children's Services (Support staff)	66%	62%	62%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	60%	54%	58%
Libraries (Lifelong Learning, Culture and Sport)	74%	65%	72%
Not Stated	53%	53%	49%
AVERAGE (WEIGHTED)	69%	59%	63%

15.6 I have had a development activity/session in the last 12 months (ERDP, PR & D, professional supervision or appraisal)

	Yes	No
Chief Executives	67%	33%
HR and ICT (Corporate Services)	82%	18%
Financial Services (Corporate Services)	90%	10%
Legal & Democratic (inc Customer Services & Tax & Benefits - Corporate Services)	75%	25%
Development Services (inc. Museums)	59%	41%
Catering (Direct Services)	45%	55%
Cleaning & Facilities (Direct Services)	48%	53%
Lands & Parks (Direct Services)	90%	10%
Waste (Direct Services)	85%	15%
Roads / Fleet Services (Direct Services)	69%	31%
Transportation and Consultancy (Direct Services)	79%	21%
Housing & Property	59%	41%
Teachers (Schools and Curriculum Development)	89%	11%
Support Staff inc. HQ (Schools and Curriculum Development)	63%	38%
Community Care (Provider Services - Care at Home staff only)	86%	14%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	91%	9%
Community Care (OT, Social Work Services and Performance & Commissioning)	64%	36%
Integrated Children's Services (Professional posts)	82%	18%
Integrated Children's Services (Support staff)	75%	25%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	48%	52%
Libraries (Lifelong Learning, Culture and Sport)	98%	2%
Not Stated	63%	37%
AVERAGE (WEIGHTED)	73%	27%

15.7 Experience of change – Have your team or service experiences change in the last 2 years?

	Yes	No
Chief Executives	24%	76%
HR and ICT (Corporate Services)	34%	66%
Financial Services (Corporate Services)	33%	67%
Legal & Democratic (Corporate Services)	41%	59%
Development Services (inc. Museums)	36%	64%
Catering (Direct Services)	16%	84%
Cleaning & Facilities (Direct Services)	20%	80%
Lands & Parks (Direct Services)	42%	58%
Waste (Direct Services)	46%	54%
Roads / Fleet Services (Direct Services)	48%	52%
Transportation and Consultancy (Direct Services)	27%	73%
Housing & Property	61%	39%
Teachers (Schools and Curriculum Development)	40%	60%
Support Staff inc. HQ (Schools and Curriculum Development)	33%	67%
Community Care (Provider Services - Care at Home staff only)	85%	15%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	55%	45%
Community Care (OT, Social Work Services and Performance & Commissioning)	66%	34%
Integrated Children's Services (Professional posts)	54%	46%
Integrated Children's Services (Support staff)	72%	28%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	38%	63%
Libraries (Lifelong Learning, Culture and Sport)	28%	72%
Not Stated	33%	67%
AVERAGE (WEIGHTED)	44%	56%

15.8 Experience of change – What information did you receive?

	a) Newsletter	b) Change Management Information/pack	c) Letter	d) Meeting with Manager	e) Meeting with Trade Union	f) Other
Chief Executives	60%	0%	0%	100%	0%	0%
HR and ICT (Corporate Services)	32%	43%	23%	92%	10%	0%
Financial Services (Corporate Services)	18%	33%	33%	93%	0%	0%
Legal & Democratic (Corporate Services)	15%	42%	21%	70%	0%	8%
Development Services (inc. Museums)	23%	20%	13%	67%	0%	29%
Catering (Direct Services)	40%	9%	31%	55%	0%	0%
Cleaning & Facilities (Direct Services)	63%	25%	41%	31%	7%	0%
Lands & Parks (Direct Services)	58%	17%	11%	71%	20%	0%
Waste (Direct Services)	90%	33%	55%	45%	15%	22%
Roads / Fleet Services (Direct Services)	31%	50%	41%	77%	13%	0%
Transportation and Consultancy (Direct Services)	57%	13%	43%	71%	0%	0%
Housing & Property	36%	43%	31%	80%	6%	7%
Teachers (Schools and Curriculum Development)	53%	23%	45%	72%	38%	29%
Support Staff inc. HQ (Schools and Curriculum Development)	22%	32%	42%	73%	11%	7%
Community Care (Provider Services - Care at Home staff only)	66%	59%	78%	65%	21%	29%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	50%	28%	29%	96%	4%	22%
Community Care (OT, Social Work Services and Performance & Commissioning)	39%	18%	28%	69%	11%	29%
Integrated Children's Services (Professional posts)	38%	36%	36%	81%	7%	0%
Integrated Children's Services (Support staff)	38%	49%	48%	80%	3%	8%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	33%	25%	17%	62%	0%	25%
Libraries (Lifelong Learning, Culture and Sport)	88%	22%	44%	67%	0%	33%
Not Stated	67%	36%	36%	36%	8%	0%
AVERAGE (WEIGHTED)	45%	31%	40%	70%	14%	15%

15.9 Experience of change – How useful was it?

	a) Newsletter	b) Change Management Information/pack	c) Letter	d) Meeting with Manager	e) Meeting with Trade Union	f) Other
Chief Executives	100%	100%	n/a	100%	n/a	n/a
HR and ICT (Corporate Services)	71%	86%	67%	81%	50%	n/a
Financial Services (Corporate Services)	50%	100%	75%	94%	0%	n/a
Legal & Democratic (Corporate Services)	50%	67%	83%	71%	n/a	100%
Development Services (inc. Museums)	33%	86%	n/a	89%	n/a	50%
Catering (Direct Services)	60%	100%	75%	100%	0%	n/a
Cleaning & Facilities (Direct Services)	67%	100%	100%	67%	40%	100%
Lands & Parks (Direct Services)	71%	88%	60%	67%	17%	25%
Waste (Direct Services)	61%	88%	75%	89%	67%	100%
Roads / Fleet Services (Direct Services)	38%	76%	69%	71%	55%	20%
Transportation and Consultancy (Direct Services)	67%	100%	50%	100%	n/a	0%
Housing & Property	59%	72%	73%	78%	47%	33%
Teachers (Schools and Curriculum Development)	50%	92%	60%	75%	80%	33%
Support Staff inc. HQ (Schools and Curriculum Development)	75%	94%	88%	77%	44%	33%
Community Care (Provider Services - Care at Home staff only)	76%	88%	90%	81%	33%	50%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	41%	100%	47%	97%	22%	25%
Community Care (OT, Social Work Services and Performance & Commissioning)	65%	100%	82%	74%	20%	40%
Integrated Children's Services (Professional posts)	73%	88%	67%	78%	25%	50%
Integrated Children's Services (Support staff)	50%	73%	77%	77%	17%	0%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	80%	80%	50%	100%	0%	0%
Libraries (Lifelong Learning, Culture and Sport)	100%	75%	100%	100%	0%	50%
Not Stated	75%	100%	67%	60%	60%	25%
AVERAGE (WEIGHTED)	63%	66%	74%	81%	49%	39%

15.10 Experience of change – Did you get the opportunity to contribute to the change through a consultation exercise?

	Yes	No
Chief Executives	73%	27%
HR and ICT (Corporate Services)	42%	58%
Financial Services (Corporate Services)	45%	55%
Legal & Democratic (Corporate Services)	43%	57%
Development Services (inc. Museums)	57%	43%
Catering (Direct Services)	36%	64%
Cleaning & Facilities (Direct Services)	17%	83%
Lands & Parks (Direct Services)	42%	58%
Waste (Direct Services)	23%	77%
Roads / Fleet Services (Direct Services)	59%	41%
Transportation and Consultancy (Direct Services)	20%	80%
Housing & Property	47%	53%
Teachers (Schools and Curriculum Development)	55%	45%
Support Staff inc. HQ (Schools and Curriculum Development)	29%	71%
Community Care (Provider Services - Care at Home staff only)	65%	35%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	51%	49%
Community Care (OT, Social Work Services and Performance & Commissioning)	52%	48%
Integrated Children's Services (Professional posts)	55%	45%
Integrated Children's Services (Support staff)	70%	30%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	47%	53%
Libraries (Lifelong Learning, Culture and Sport)	54%	46%
Not Stated	32%	68%
AVERAGE (WEIGHTED)	45%	55%

15.11 Experience of change – If yes:

	a) Did you respond?	b) Was this useful?	c) Do you think your response was taken into account?
Chief Executives	75%	63%	63%
HR and ICT (Corporate Services)	69%	70%	50%
Financial Services (Corporate Services)	100%	67%	67%
Legal & Democratic (Corporate Services)	67%	31%	31%
Development Services (inc. Museums)	100%	75%	67%
Catering (Direct Services)	67%	56%	44%
Cleaning & Facilities (Direct Services)	45%	9%	0%
Lands & Parks (Direct Services)	44%	53%	29%
Waste (Direct Services)	61%	44%	56%
Roads / Fleet Services (Direct Services)	58%	40%	25%
Transportation and Consultancy (Direct Services)	67%	67%	50%
Housing & Property	82%	45%	33%
Teachers (Schools and Curriculum Development)	88%	39%	21%
Support Staff inc. HQ (Schools and Curriculum Development)	81%	58%	42%
Community Care (Provider Services - Care at Home staff only)	88%	68%	54%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	89%	82%	76%
Community Care (OT, Social Work Services and Performance & Commissioning)	91%	58%	37%
Integrated Children's Services (Professional posts)	96%	73%	62%
Integrated Children's Services (Support staff)	78%	56%	48%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	80%	70%	56%
Libraries (Lifelong Learning, Culture and Sport)	100%	50%	33%
Not Stated	64%	36%	20%
AVERAGE (WEIGHTED)	79%	51%	38%

15.12 Experience of change – Did you receive anything after the consultation period was complete to let you know what happens next?

	Yes	No
Chief Executives	60%	40%
HR and ICT (Corporate Services)	52%	48%
Financial Services (Corporate Services)	47%	53%
Legal & Democratic (Corporate Services)	58%	42%
Development Services (inc. Museums)	59%	41%
Catering (Direct Services)	27%	73%
Cleaning & Facilities (Direct Services)	14%	86%
Lands & Parks (Direct Services)	17%	83%
Waste (Direct Services)	30%	70%
Roads / Fleet Services (Direct Services)	43%	57%
Transportation and Consultancy (Direct Services)	14%	86%
Housing & Property	40%	60%
Teachers (Schools and Curriculum Development)	59%	41%
Support Staff inc. HQ (Schools and Curriculum Development)	49%	51%
Community Care (Provider Services - Care at Home staff only)	76%	24%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	44%	56%
Community Care (OT, Social Work Services and Performance & Commissioning)	41%	59%
Integrated Children's Services (Professional posts)	53%	47%
Integrated Children's Services (Support staff)	67%	33%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	47%	53%
Libraries (Lifelong Learning, Culture and Sport)	80%	20%
Not Stated	33%	67%
AVERAGE (WEIGHTED)	48%	52%

15.13 Experience of change – If you received information after the consultation period was complete, was this information helpful?

	Yes	No
Chief Executives	56%	44%
HR and ICT (Corporate Services)	62%	38%
Financial Services (Corporate Services)	53%	47%
Legal & Democratic (Corporate Services)	61%	39%
Development Services (inc. Museums)	44%	56%
Catering (Direct Services)	36%	64%
Cleaning & Facilities (Direct Services)	13%	88%
Lands & Parks (Direct Services)	26%	74%
Waste (Direct Services)	34%	66%
Roads / Fleet Services (Direct Services)	29%	71%
Transportation and Consultancy (Direct Services)	50%	50%
Housing & Property	42%	58%
Teachers (Schools and Curriculum Development)	33%	67%
Support Staff inc. HQ (Schools and Curriculum Development)	52%	48%
Community Care (Provider Services - Care at Home staff only)	70%	30%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	52%	48%
Community Care (OT, Social Work Services and Performance & Commissioning)	37%	63%
Integrated Children's Services (Professional posts)	58%	42%
Integrated Children's Services (Support staff)	63%	37%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	55%	45%
Libraries (Lifelong Learning, Culture and Sport)	67%	33%
Not Stated	29%	71%
AVERAGE (WEIGHTED)	44%	56%

15.14 Experience of change – To what extent would any of the following have improved the change process for you?

	a) One to one meetings?	b) More time for consultation?	c) Less time from start to implementation?	d) Better Trade Union (or other) representation?	e) Changes to proposals?
Chief Executives	33%	33%	17%	17%	33%
HR and ICT (Corporate Services)	66%	59%	31%	24%	55%
Financial Services (Corporate Services)	50%	31%	31%	19%	50%
Legal & Democratic (Corporate Services)	26%	19%	26%	11%	26%
Development Services (inc. Museums)	33%	22%	22%	6%	44%
Catering (Direct Services)	76%	47%	41%	29%	35%
Cleaning & Facilities (Direct Services)	30%	26%	26%	26%	30%
Lands & Parks (Direct Services)	48%	40%	28%	24%	36%
Waste (Direct Services)	64%	58%	33%	53%	39%
Roads / Fleet Services (Direct Services)	60%	37%	54%	31%	40%
Transportation and Consultancy (Direct Services)	56%	44%	33%	22%	56%
Housing & Property	59%	46%	44%	31%	39%
Teachers (Schools and Curriculum Development)	45%	50%	33%	45%	51%
Support Staff inc. HQ (Schools and Curriculum Development)	39%	39%	26%	27%	30%
Community Care (Provider Services - Care at Home staff only)	53%	49%	49%	36%	40%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	54%	51%	41%	22%	24%
Community Care (OT, Social Work Services and Performance & Commissioning)	41%	53%	27%	37%	37%
Integrated Children's Services (Professional posts)	53%	36%	33%	19%	33%
Integrated Children's Services (Support staff)	35%	30%	28%	16%	23%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	44%	19%	13%	13%	19%
Libraries (Lifelong Learning, Culture and Sport)	36%	45%	55%	36%	55%
Not Stated	65%	55%	40%	40%	35%
AVERAGE (WEIGHTED)	47%	43%	33%	31%	39%

15.15 Experience of change – Overall satisfaction

	Overall I am satisfied with the way the change management process was handled
Chief Executives	42%
HR and ICT (Corporate Services)	56%
Financial Services (Corporate Services)	58%
Legal & Democratic (Corporate Services)	41%
Development Services (inc. Museums)	40%
Catering (Direct Services)	44%
Cleaning & Facilities (Direct Services)	41%
Lands & Parks (Direct Services)	42%
Waste (Direct Services)	34%
Roads / Fleet Services (Direct Services)	32%
Transportation and Consultancy (Direct Services)	33%
Housing & Property	44%
Teachers (Schools and Curriculum Development)	23%
Support Staff inc. HQ (Schools and Curriculum Development)	33%
Community Care (Provider Services - Care at Home staff only)	47%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	49%
Community Care (OT, Social Work Services and Performance & Commissioning)	25%
Integrated Children's Services (Professional posts)	44%
Integrated Children's Services (Support staff)	39%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	56%
Libraries (Lifelong Learning, Culture and Sport)	82%
Not Stated	32%
AVERAGE (WEIGHTED)	37%

15.16 Workforce Culture - Management and Team

	i) I believe my line manager/supervisor cares about my well-being	ii) I feel my contribution is valued	iii) I trust my line manager/supervisor to communicate openly and honestly with me	iv) My line manager/supervisor manages staff in our team fairly and consistently	v) My team co-operates and works well together	vi) I feel respected by my colleagues
Chief Executives	88%	79%	85%	76%	94%	91%
HR and ICT (Corporate Services)	89%	78%	82%	76%	79%	86%
Financial Services (Corporate Services)	79%	75%	65%	62%	79%	83%
Legal & Democratic (Corporate Services)	78%	65%	70%	68%	75%	77%
Development Services (inc. Museums)	77%	73%	71%	68%	64%	75%
Catering (Direct Services)	78%	77%	75%	71%	77%	81%
Cleaning & Facilities (Direct Services)	79%	74%	80%	79%	78%	81%
Lands & Parks (Direct Services)	70%	61%	69%	67%	80%	76%
Waste (Direct Services)	54%	46%	58%	58%	52%	66%
Roads / Fleet Services (Direct Services)	61%	49%	61%	56%	59%	61%
Transportation and Consultancy (Direct Services)	91%	91%	85%	82%	85%	88%
Housing & Property	73%	65%	71%	67%	78%	81%
Teachers (Schools and Curriculum Development)	76%	71%	73%	69%	79%	85%
Support Staff inc. HQ (Schools and Curriculum Development)	80%	77%	74%	68%	76%	86%
Community Care (Provider Services - Care at Home staff only)	77%	70%	78%	69%	76%	78%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	81%	80%	74%	67%	83%	83%
Community Care (OT, Social Work Services and Performance & Commissioning)	78%	67%	63%	51%	77%	83%
Integrated Children's Services (Professional posts)	82%	76%	70%	70%	75%	79%
Integrated Children's Services (Support staff)	79%	67%	67%	59%	67%	75%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	73%	65%	77%	65%	73%	77%
Libraries (Lifelong Learning, Culture and Sport)	81%	79%	81%	72%	81%	88%
Not Stated	68%	55%	64%	55%	73%	68%
AVERAGE (WEIGHTED)	77%	71%	73%	68%	76%	81%

15.17 Workforce Culture – Work Related

	i) My workload is generally manageable	ii) I have unrealistic time pressures*	iii) I have a choice in deciding what I do at work	iv) I am clear what my duties and responsibilities are	v) Relationships at work are strained*
Chief Executives	79%	30%	58%	76%	12%
HR and ICT (Corporate Services)	74%	32%	65%	84%	24%
Financial Services (Corporate Services)	75%	37%	42%	87%	25%
Legal & Democratic (Corporate Services)	71%	43%	35%	88%	17%
Development Services (inc. Museums)	73%	38%	55%	89%	38%
Catering (Direct Services)	85%	29%	28%	94%	23%
Cleaning & Facilities (Direct Services)	84%	38%	46%	91%	24%
Lands & Parks (Direct Services)	85%	35%	57%	91%	37%
Waste (Direct Services)	78%	42%	29%	82%	47%
Roads / Fleet Services (Direct Services)	72%	39%	49%	81%	50%
Transportation and Consultancy (Direct Services)	82%	24%	52%	100%	15%
Housing & Property	74%	32%	48%	84%	37%
Teachers (Schools and Curriculum Development)	36%	51%	54%	87%	35%
Support Staff inc. HQ (Schools and Curriculum Development)	80%	34%	48%	89%	29%
Community Care (Provider Services - Care at Home staff only)	73%	35%	19%	88%	28%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	88%	28%	59%	90%	25%
Community Care (OT, Social Work Services and Performance & Commissioning)	64%	45%	46%	85%	36%
Integrated Children's Services (Professional posts)	49%	51%	60%	91%	39%
Integrated Children's Services (Support staff)	69%	39%	61%	95%	38%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	75%	25%	69%	94%	35%
Libraries (Lifelong Learning, Culture and Sport)	86%	30%	65%	91%	19%
Not Stated	70%	36%	43%	79%	32%
AVERAGE (WEIGHTED)	68%	39%	48%	88%	31%

**note these statistics are marked in opposite colours to others as it is a negative statement that is being asked*

15.18 Workforce Culture – Behaviours

	i) It is clear to me what is acceptable and unacceptable behaviour in the workplace	ii) I am confident that unacceptable behaviour will be taken seriously and dealt with	iii) I believe the Council is committed to developing a more positive workforce culture	iv) I am subject to unacceptable behaviour/bullying in the workplace*	v) I am subject to harassment in the workplace*	vi) I am aware of the appropriate channels for reporting unacceptable behaviour, bullying or harassment
Chief Executives	100%	67%	73%	9%	6%	91%
HR and ICT (Corporate Services)	98%	72%	80%	13%	11%	84%
Financial Services (Corporate Services)	100%	65%	79%	8%	6%	94%
Legal & Democratic (Corporate Services)	97%	70%	77%	9%	4%	80%
Development Services (inc. Museums)	100%	59%	59%	20%	11%	89%
Catering (Direct Services)	99%	83%	76%	16%	10%	79%
Cleaning & Facilities (Direct Services)	98%	80%	77%	15%	9%	83%
Lands & Parks (Direct Services)	100%	81%	81%	19%	15%	85%
Waste (Direct Services)	92%	58%	55%	28%	25%	75%
Roads / Fleet Services (Direct Services)	93%	53%	47%	22%	21%	76%
Transportation and Consultancy (Direct Services)	100%	61%	64%	9%	3%	76%
Housing & Property	97%	59%	65%	19%	14%	84%
Teachers (Schools and Curriculum Development)	95%	62%	57%	16%	11%	78%
Support Staff inc. HQ (Schools and Curriculum Development)	99%	72%	73%	14%	7%	83%
Community Care (Provider Services - Care at Home staff only)	94%	77%	72%	15%	12%	83%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	100%	72%	75%	10%	7%	91%
Community Care (OT, Social Work Services and Performance & Commissioning)	96%	53%	47%	22%	14%	82%
Integrated Children's Services (Professional posts)	96%	72%	73%	13%	6%	90%
Integrated Children's Services (Support staff)	95%	61%	62%	13%	11%	85%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	98%	81%	71%	19%	19%	77%
Libraries (Lifelong Learning, Culture and Sport)	98%	72%	77%	16%	12%	93%
Not Stated	91%	64%	66%	18%	7%	73%
AVERAGE (WEIGHTED)	97%	68%	67%	16%	11%	82%

*note these statistics are marked in opposite colours to others as it is a negative statement that is being asked

15.19 Health and Safety

	i) My health and safety is well looked after at work	ii) I am given the proper equipment to keep me safe and protect my health	iii) I feel involved in decisions regarding health and safety
Chief Executives	82%	73%	58%
HR and ICT (Corporate Services)	88%	79%	60%
Financial Services (Corporate Services)	85%	87%	58%
Legal & Democratic (Corporate Services)	75%	71%	39%
Development Services (inc. Museums)	70%	71%	54%
Catering (Direct Services)	88%	89%	64%
Cleaning & Facilities (Direct Services)	84%	87%	63%
Lands & Parks (Direct Services)	89%	96%	74%
Waste (Direct Services)	72%	67%	42%
Roads / Fleet Services (Direct Services)	78%	86%	50%
Transportation and Consultancy (Direct Services)	91%	88%	73%
Housing & Property	80%	78%	52%
Teachers (Schools and Curriculum Development)	70%	73%	51%
Support Staff inc. HQ (Schools and Curriculum Development)	80%	79%	53%
Community Care (Provider Services - Care at Home staff only)	80%	87%	60%
Community Care (Provider Services - Day Care, Residential Care, Admin etc.)	90%	87%	74%
Community Care (OT, Social Work Services and Performance & Commissioning)	69%	68%	53%
Integrated Children's Services (Professional posts)	78%	73%	55%
Integrated Children's Services (Support staff)	79%	69%	59%
Leisure & Education Resources (Lifelong Learning, Culture and Sport)	88%	88%	56%
Libraries (Lifelong Learning, Culture and Sport)	84%	84%	58%
Not Stated	71%	73%	56%
AVERAGE (WEIGHTED)	78%	79%	56%