Corporate Policy and Strategy Committee

10.00am, Tuesday 30 September 2014

2014 Employee Survey: results and next steps

Item number	7.5
Report number	
Executive/routine	executive
Wards	

Executive summary

Overall, the 2014 survey results show a positive picture; there is an upward trend across almost all measures. There are improvements in relation to the actions that were taken since the 2012 survey, especially around line management. Despite significant change, there is greater pride in working for the Council and a rise in personal morale. However, despite a rise in job satisfaction, the results show pressures around workload, a need to prioritise work objectives and distribute resources more effectively.

Understanding and support for change is considerably high. There is now a role for managers to cascade the messages of Pride in Our People, the Council's vision and values; and importantly, consult employees about changes before they affect them.

In most cases, the results are similar to those of public sector workers across the UK, although City of Edinburgh Council employees tend to hold more positive views than average on their working environment, objectives and supporting the need for change. The Council has been accredited as an Investor in People (IiP) organisation since 2004 and retained Gold Status in 2014 following the 2013/14 assessment.

Links

Coalition pledges

Council outcomes

Single Outcome Agreement

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THE CITY OF EDINBURGH COUNCIL

Report

2014 Employee Survey: results and next steps

Recommendations

1.1 It is recommended that the Corporate Policy and Strategy Committee:

1.1.1 Note the content of this report;

1.1.2 Agree the next steps and proposed actions; and

1.1.3 Agree that a progress report will be submitted for committee consideration after 6 months.

Background

2.1 This is the sixth council wide survey to monitor how well we are doing in relation to employee engagement, the impact of change and working for the Council.

2.2 Ipsos MORI was commissioned to undertake the survey fieldwork to ensure employee confidentiality. The survey was conducted between 28 April and 13 June 2014. The survey was managed by Business Intelligence, supported by leads for each service area.

2.3 All Council employees were invited to participate in the survey. In total, 7336 members of staff completed the survey, giving an overall response rate of 39%. 1,406 employees completed a paper questionnaire and 5,930 completed the survey online.

Table 1 Survey response levels

Service Area	Final 2014 rate	Final 2012 rate	Difference
Council overall	**39%**	36%	+3%
Children and Families	**37%**	24%	+13%
Economic Development	**91%**	101%[1]	-10%
Corporate Governance	**62%**	65%	-3%
Health and Social Care	**39%**	44%	-5%
Services for Communities	**39%**	37%	+2%

[1]101% was the 2012 response rate for Economic Development as more responses were received than the headcount. This is possibly due to structural changes during the time of the survey fieldwork.

Main report

3.1 Working for the Council

3.1.1 Job satisfaction has increased by 4% since 2012, with 62% of employees satisfied, returning to 2009 and 2006 levels. Despite significant change across the Council and a fundamental review of how some services are provided, there is greater pride in working for the Council and a rise in personal morale. Over half of employees would recommend the Council as a great place to work. These results are generally higher than the UK average for local authorities.

Figure 1 Views on working for the Council

3.1.2 Working environment is also regarded positively. The majority (83%) agree that they are treated with respect by their colleagues and 76% say they are treated fairly at work.

3.1.3 Job satisfaction is strongly linked with views on workload, leadership and perceptions of fair treatment, as illustrated in Figure 2.

Figure 2 Drivers of satisfaction

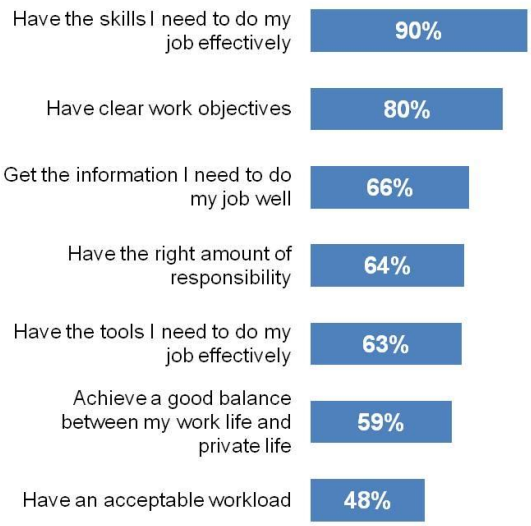
3.2 Workload and resources

3.2.1 Generally, employees view their work positively. The majority of employees feel that their work:

- is interesting (86%) and challenging (73%);
- gives them a sense of accomplishment (73%); and
- makes the best use of their skills and abilities (67%).

3.2.2 Figure 3 shows that while employees agree that they have the right tools to do their job effectively, they are less likely to feel that they achieve a good work-life balance or have an acceptable workload.

Figure 3 Views on workload and resources



	Children & Families	Economic Development	Corporate Governance	Health & Social Care	Services for Communities
Have the skills I need to do my job effectively	92%	87%	93%	90%	86%
Have clear work objectives	84%	77%	85%	82%	70%
Get the information I need to do my job well	69%	66%	74%	65%	59%
Have the right amount of responsibility	66%	65%	70%	67%	57%
Have the tools I need to do my job effectively	62%	62%	73%	68%	58%
Achieve a good balance between my work life and private life	54%	67%	72%	66%	60%
Have an acceptable workload	42%	57%	72%	56%	50%

3.3 Line management and performance

3.3.1 Perceptions of line managers and supervisors are generally positive and have improved particularly in the following ways:

- being approachable and available (76% agree, up 6%);
- listening to ideas and suggestions (71% agree, up 8%); and
- being open and honest (71%, up 4%).

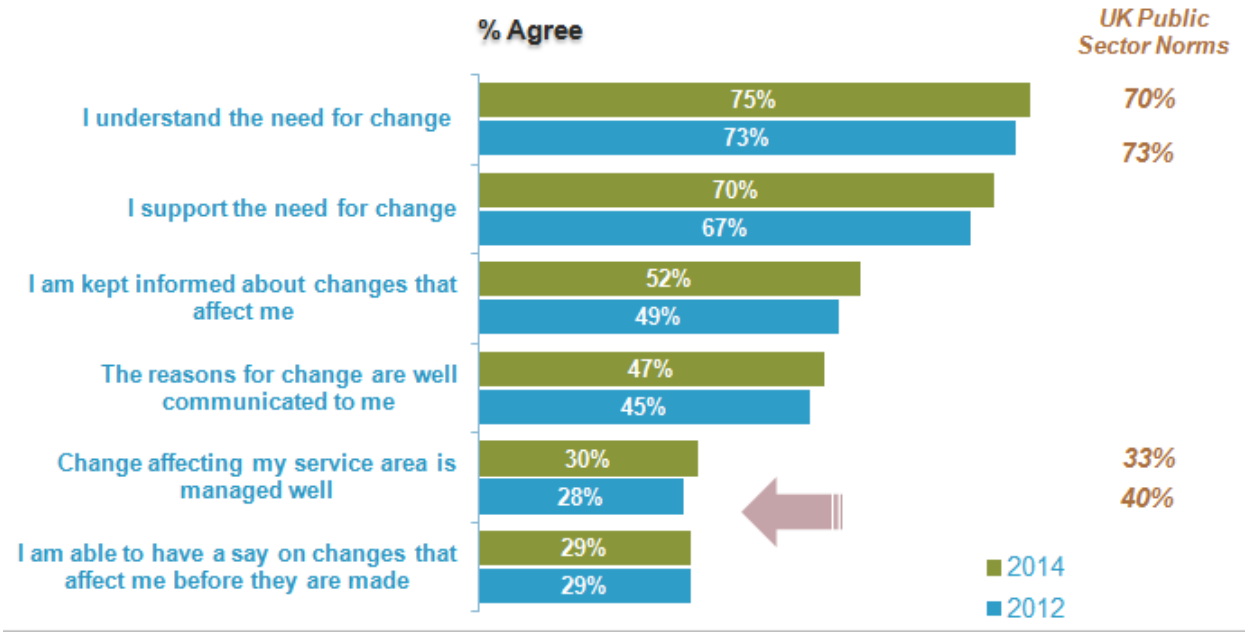
3.3.2 A lower proportion (58%) agree that line managers/supervisors delegate responsibility effectively which might explain perceptions of workload.

3.3.3 There are improvements in performance management with more employees expressing that the feedback they receive helps to improve their performance (53%) and that their performance is evaluated fairly (60%). Around seven in ten employees have had a PRD in the past 12 months, which is similar to 2012.

3.4 Leadership and change management

3.4.1 Understanding the need for change is high across the Council, up by 2% since 2012 and higher than the UK average. On the whole, the majority say they support the need for change (this varies from 71% in Services for Communities to 86% in Corporate Governance). However, the results indicate that employees could have been kept better informed about the changes that affect them. This might explain why fewer employees agree that change affecting their service area is managed well, although this has improved since 2012.

Figure 4 Views on change management



3.4.2 Around half of employees feel that their service area is managed well and that senior managers in their service area are sufficiently visible. Just over a third agree that their Director and Heads of Service have a clear vision for the future

of the Council and 35% have confidence in the decisions made by their Director and Heads of Service. However, there is a high awareness of and commitment to service area aims and objectives amongst the majority (over 80%). Attitudes towards aims and objectives amongst Council employees are considerably more positive than among other public sector employees across the UK.

3.4.3 Significant improvements have been made around leadership in Corporate Governance where 56% (up by 17%) of employees agree that the service area has a clear vision and 62% (up by 8%) say senior managers are visible. 56% (up by 11%) agreed that the service area is managed well and 45% (up by 10%) have confidence in decisions made. This is likely to be the impact of two annual staff conferences focusing on the vision and priorities of the service area, open door sessions by senior managers, and the Director's newsletter.

3.5 Taking action

3.5.1 Although actions have been undertaken since the 2012 survey, only 17% of employees agreed that they had seen improvements or associated these with the survey while 31% believe that appropriate action will be taken on the results from this survey (up 9% since 2012).

3.5.2 When asked (unprompted) what they would like the Council to change in order to make it a great place to work the top five themes included:

- resources and workload (30%);
- communications (26%);
- management style (26%);
- leadership (25%); and
- managing change (22%).

3.6 Key strengths and opportunities for improvement

3.6.1 Line management, working environment and conditions, fair treatment and inclusion are generally areas of strength for the Council. The emphasis here should be on acknowledging the success in these areas and maintaining performance.

3.6.2 The evidence points to the need to increase employee engagement on the strategic direction in each service area and the reasons for change: this can have a strong influence on how people feel about working for the Council and their personal morale. Progress has been made through Pride in Our People (PiOP) manager events. There is now a role for managers to cascade the messages of PiOP, the Council's vision and values, and, importantly, consult employees about changes before they affect them.

3.6.3 There is a need to continue to develop our internal communications channels especially staff feedback on how their participation is influencing change and

making a difference. A ‘we said we did’ campaign will be implemented based on the results of this survey together with the results of the Investors in People audit and other sources of employee feedback. Feedback is already being communicated from the Pride in Our People events and the ‘have your say’ boards.

3.6.4 While performance management has improved, perceptions of workload and work-life balance are areas of concern. Areas for improvement should be considered in terms of distributing work more effectively, prioritising work objectives and identifying ways to complete tasks more efficiently.

3.7 Next Steps

3.7.1 These are:

a) **Communications** - the findings will be communicated to elected members, senior management teams in each service area and division and all Council employees.
b) **Further analysis** - the survey data will be analysed at a local level to explore trends and differences between service area divisions and groups. Feedback from the IiP assessment will also be considered to address the development needs and build on our strengths.
c) **Improvement planning** - currently each service area has its own People Plan and these will be updated with the actions to reflect the survey findings using the 'we said we’re doing’ approach.
d) **Monitoring** – progress made on actions undertaken will be reported to committee 6 months after they have been agreed. Employee engagement will also be monitored on a quarterly basis through a tracker survey and reported through the Corporate Performance Management Framework.

Measures of success

4.1 The success of activities will continue to be measured through:
a. service specific staff conferences, focus groups and opportunities to feedback directly to senior managers; and
b. improvements in the level of employee engagement and satisfaction measured by a quarterly employee engagement tracker and the council wide bi-annual employee survey.

Financial impact

5.1 The cost of the survey was £38,487 and has been funded by existing budgets. Each service area has contributed to the costs of the survey in proportion to the size of the service. To minimise cost briefings to management teams and further analysis of the results have been undertaken by the Business Intelligence team.

Risk, policy, compliance and governance impact

6.1 Ipsos MORI are accredited with ISO 20252:2006, the international Market Research Standard for quality control procedures. This guarantees that the data remains anonymous and secure.

Equalities impact

7.1 Every effort was made to make the survey accessible to all Council employees. The results of the survey have also been broken down by demographic characteristics to evaluate impact on equalities groups and areas for improvement.

Sustainability impact

8.1 The survey was largely carried out online to minimise environmental impact. The communication of the results will also be done electronically where appropriate.

Consultation and engagement

9.1 Trade Unions were consulted on the survey design and approaches for engaging employees. The survey questions were piloted with 69 employees from different service areas. There will be further engagement within services in terms of discussing the results with teams and improvement planning.

Background reading/external references

Item 5: Employee Survey 2012 Headline Results and Next Steps, Policy and Strategy Committee, 2 October 2012

Item 7.1: 2012 Employee Survey Update, Corporate Policy and Strategy Committee, 14 May 2013

Item 7.1: 2012 Employee Survey Update, Corporate Policy and Strategy Committee, 3 September 2013

Alastair D Maclean

Director of Corporate Governance

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Links

Coalition pledges	
Council outcomes	CO24 - The Council communicates effectively internally and externally and has an excellent reputation for customer care CO25 - The Council has efficient and effective services that deliver on objectives CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives CO27 - The Council supports, invests in and develops our people
Single Outcome Agreement	
Appendices	1 MORI presentation of the key findings 2 Summary of results by service area

The City of Edinburgh Council Employee Survey 2014

Results presentation - August 2014

Ipsos MORI
Public Affairs

Overview

- Methods and response rates
- Key findings
- Overall attitudes towards working for the Council
- Leadership and visibility of senior management
- Change management
- Line managers and managing performance
- Areas for improvement

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Methods and response rates

- 6th wave of survey conducted by Ipsos MORI since 2000
- All employees invited to participate - online or paper questionnaire
- Fieldwork: 28 April – 13 June 2014
- 7,336 employees participated
- Response rate of 39%, up from 36% in 2012 and 35% in 2009
- Children and Families response of 37% - up from 24% in 2012

Service Area	Response Rate
Economic Development	91%
Corporate Governance	62%
Services for Communities	39%
Health & Social Care	39%
Children & Families	37%

Source: Ipsos MORI

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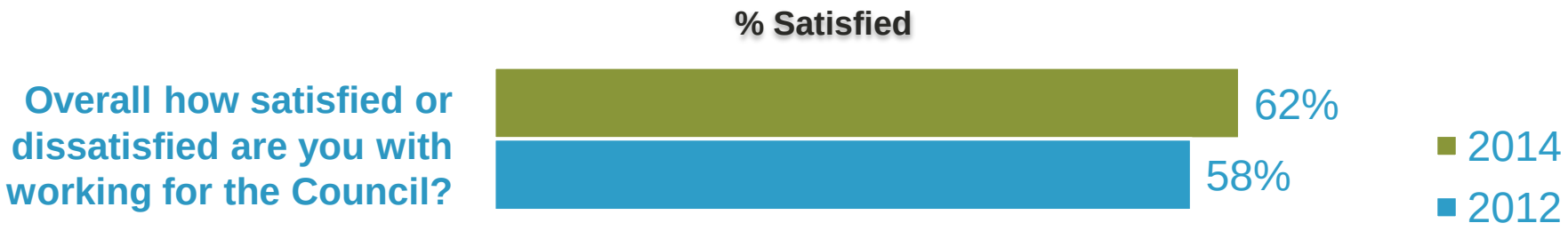
Key Findings

- Overall a **positive picture**: upward trend across almost all measures



- Biggest improvements in line managers/supervisors being approachable, available and listening - one of the areas you focused on following the last survey
- But… workload and work-life balance heading the wrong way (a key driver of job satisfaction)

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Overall Attitudes Towards Working for the Council

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An upward trend across all overall measures

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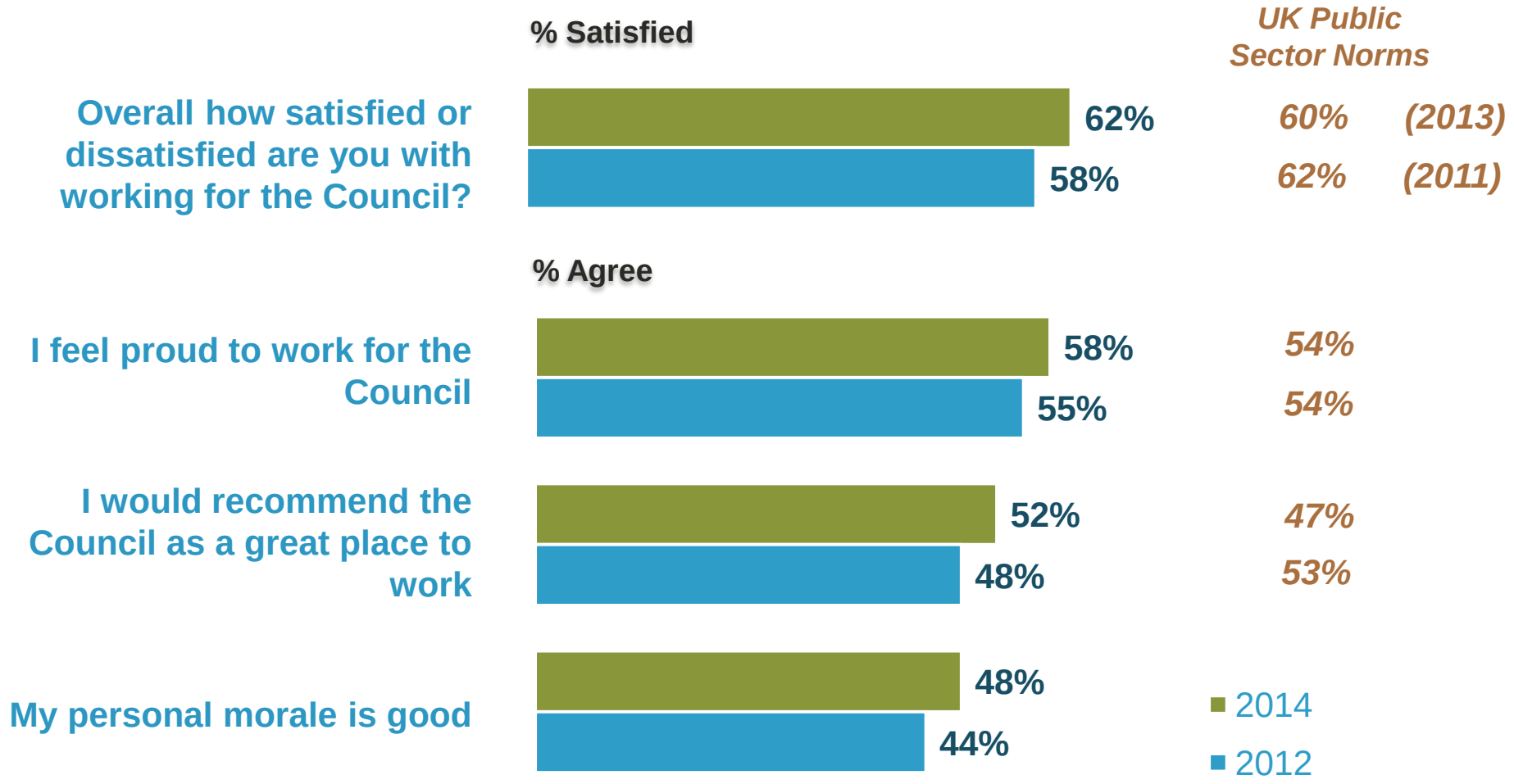
How far do you agree or disagree with each of the following statements?



Base: All respondents 2014 (7336) 2012 (6710)

Source: Ipsos MORI

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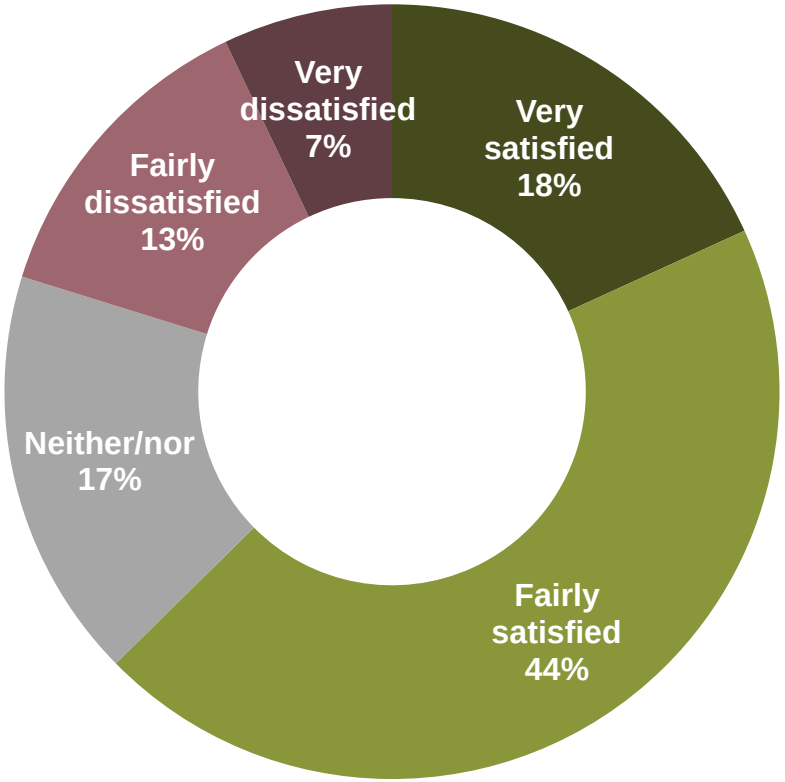
Job satisfaction

Overall how satisfied or dissatified are you with working for the Council?



Base: All respondents 2014 (7336)

Source: Ipsos MORI

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Job satisfaction

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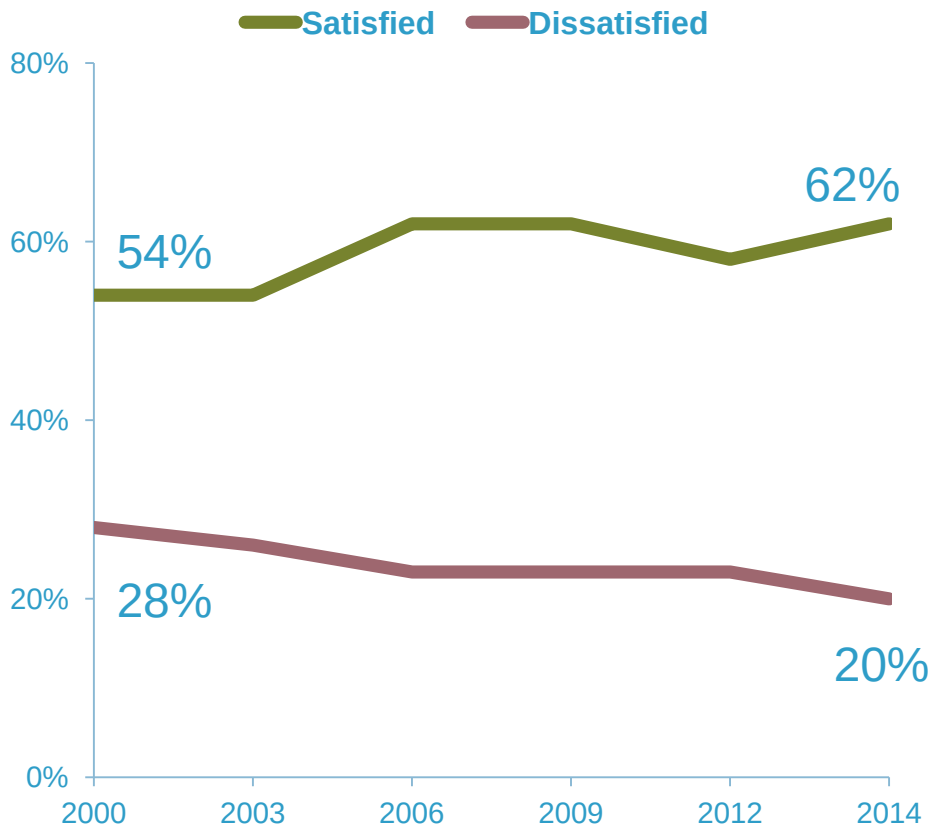

	CEC Employee Survey	UK Public Sector Norms
2014 (CEC) 2013 (UK)	62%	60%
2012 (CEC) 2011 (UK)	58%	62%
2009	62%	61%
2006	62%	61%

Base: All respondents 2014 (7336)

Source: Ipsos MORI

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Key Drivers of Job Satisfaction

Base: All respondents 2014 (7336) 2012 (6710)

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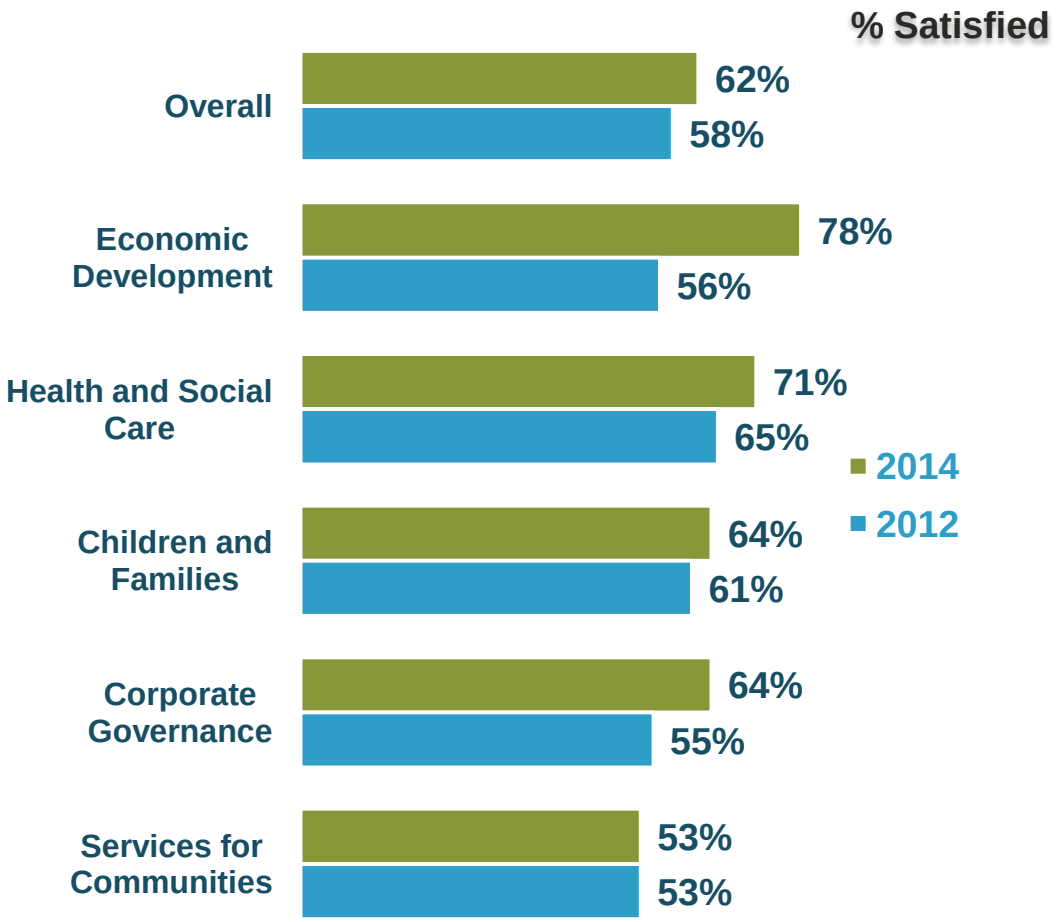
Differences between Service Areas

Overall how satisfied or dissatified are you with working for the Council?



Base: All respondents 2014 (7336) 2012 (6710)

Source: Ipsos MORI

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Leadership and Visibility of Senior Management

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Public Affairs

Maintaining very positive views on Service Area objectives

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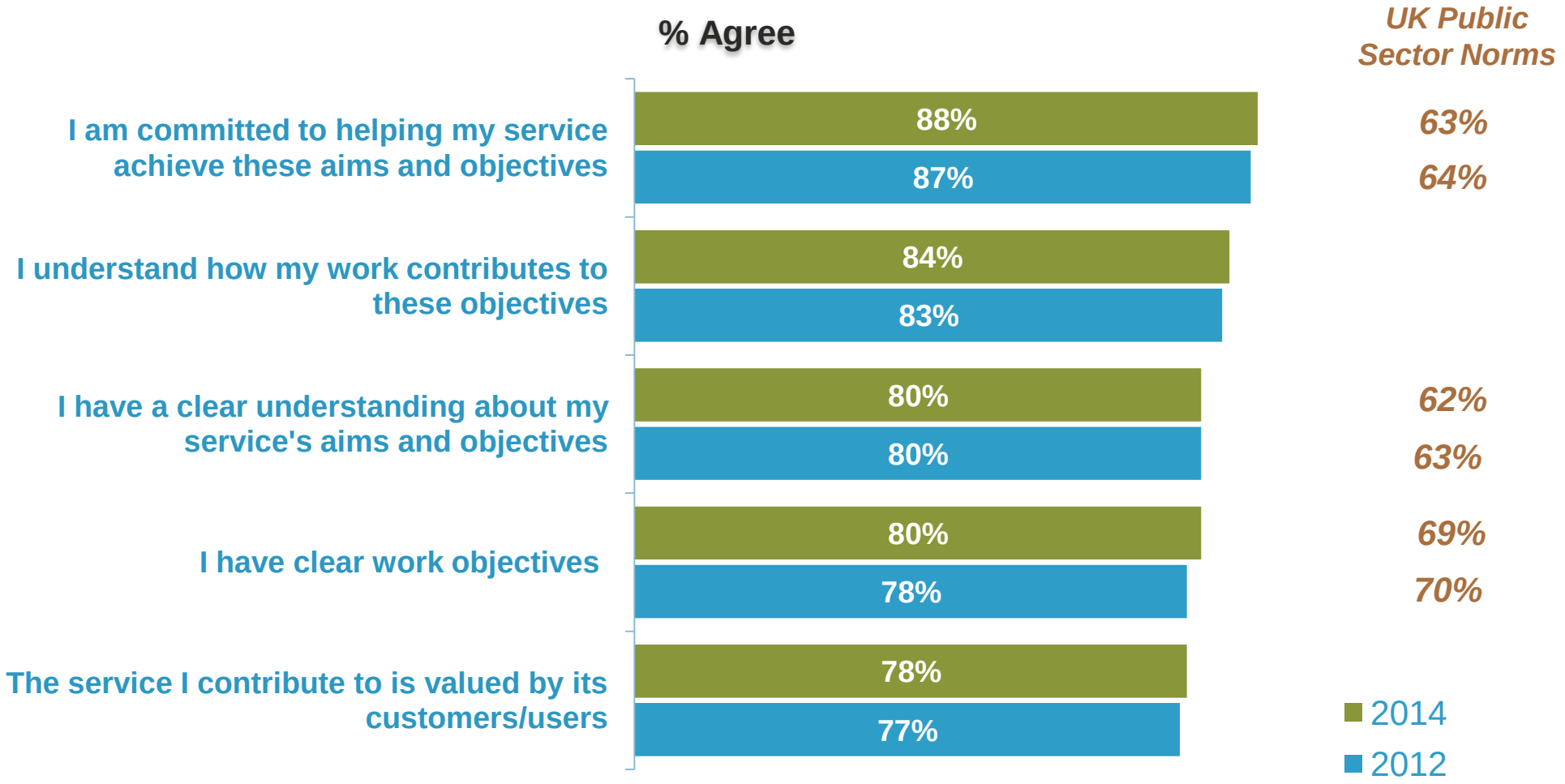
How far do you agree or disagree with each of the following statements?



Base: All respondents: 2014 (7,336); 2012 (6,710)

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Leadership and visibility: no real change

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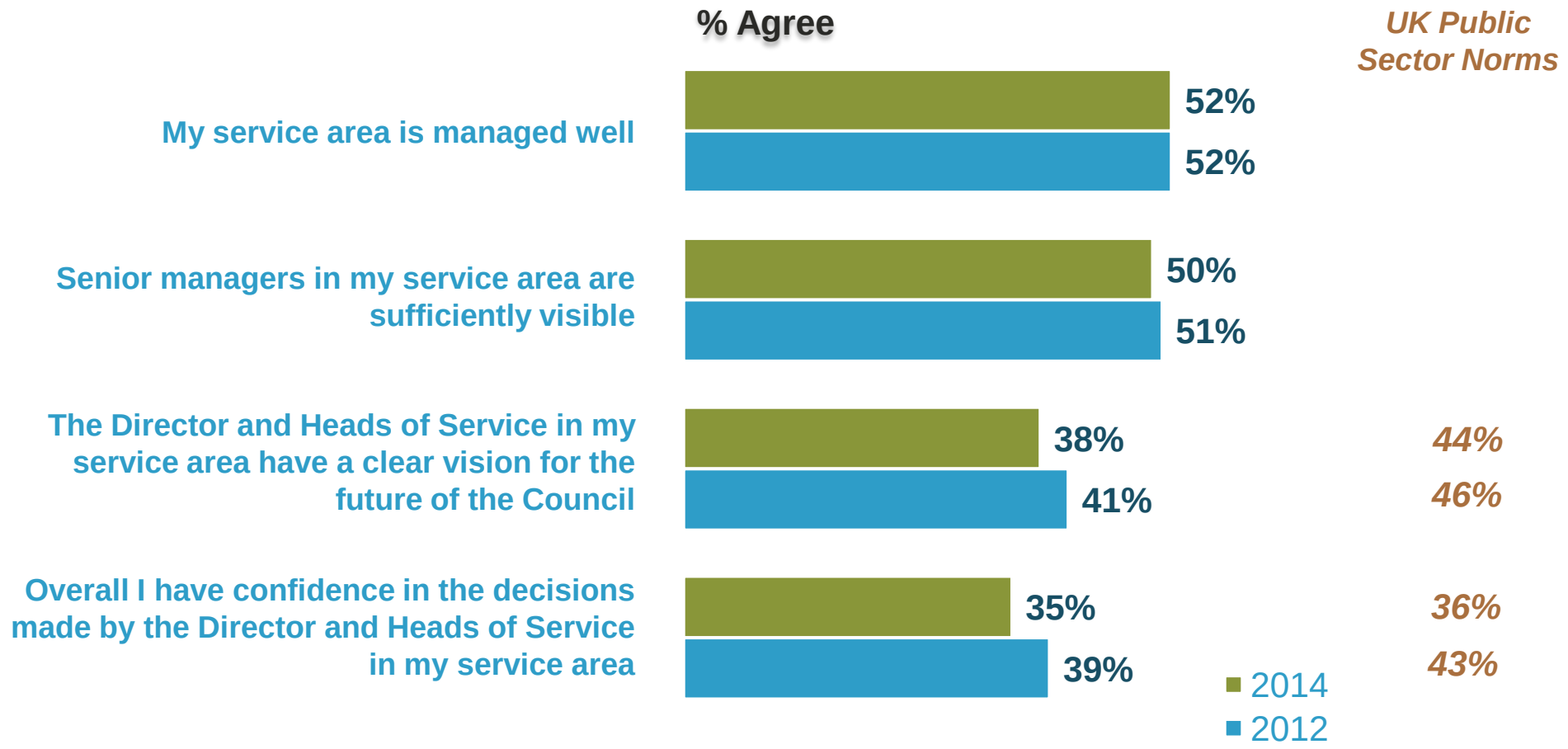
How far do you agree or disagree with each of the following statements?



Wording used for "Director and Heads of Service" in 2012 survey was "senior management team", so not directly comparable.

Base: All respondents 2014 (7336) 2012 (6710)

Source: Ipsos MORI

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Confidence in senior management is driven by job satisfaction and effective change management

Key Drivers of Confidence in Senior Management

Base: All respondents 2014 (7336)

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Leadership

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What would you like the Council to change to make it a great place to work?

There appears to be a lack of communication between senior managers and staff, not about the large issues as they are cascaded through the mail, more about day to day matters which can impact on performance and the way tasks are carried out.

Engage with staff at ground level in their own working environment ensure Senior Managers recognise peoples' experience and expertise and channel these for the benefit of the Council.

Management needs to start making it more apparent that they believe staff under them are doing a good job in very difficult circumstances. This should not just be done by sending out generic e-mails but should be done more personally, wherever possible.

Source: Ipsos MORI

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Change Management

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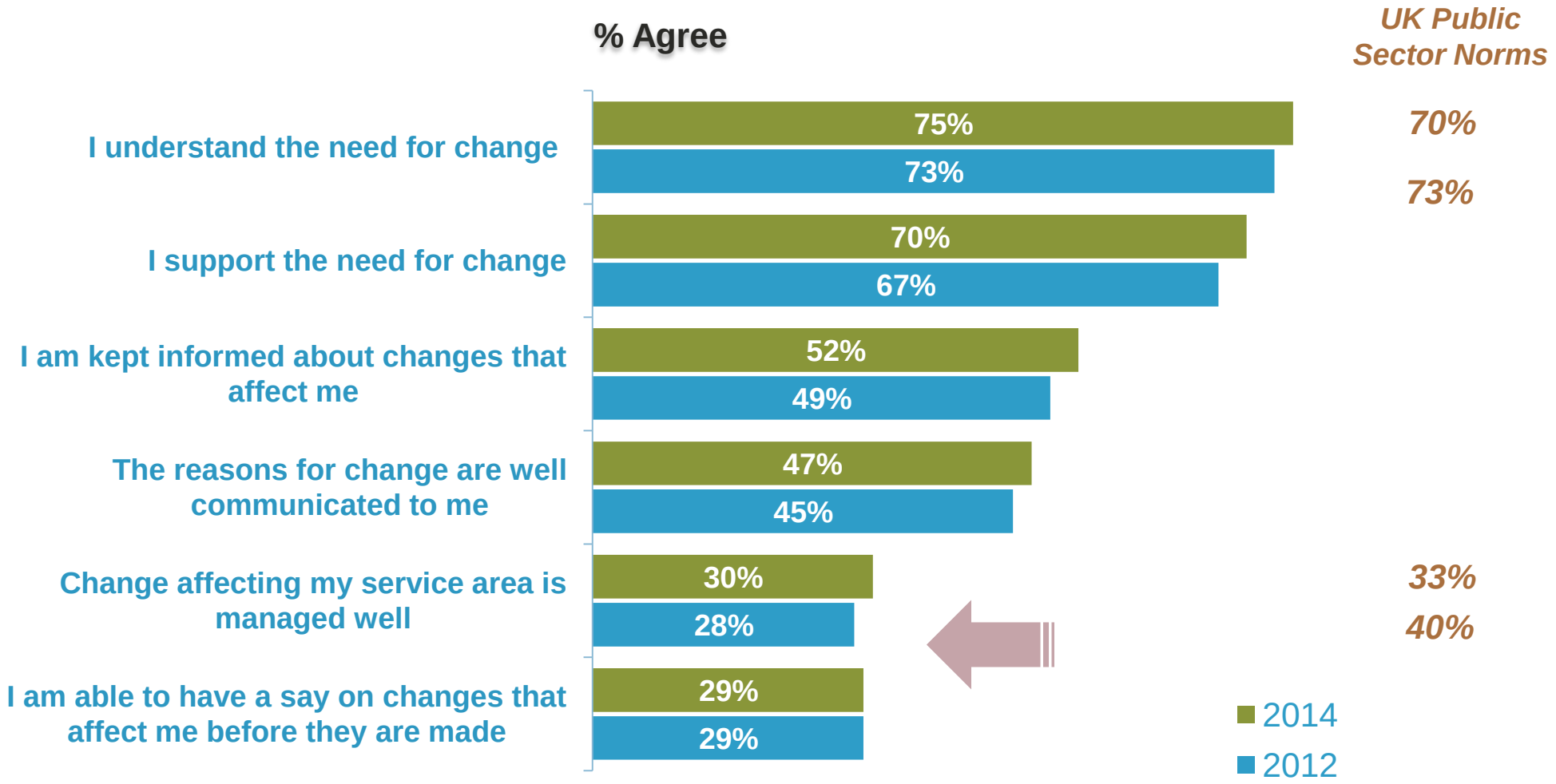
Understanding and support for change - but less than a third feel it is managed well and they have a say

How far do you agree or disagree with each of the following statements?



Base: All respondents: 2014 (7,336); 2012 (6,710)

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Change

What would you like the Council to change to make it a great place to work?

I would like the council to take more notice of the front line staff and their expertise in the work that they do and consult more on any changes that are going to be made.

Source: Ipsos MORI

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Line Managers and Managing Performance

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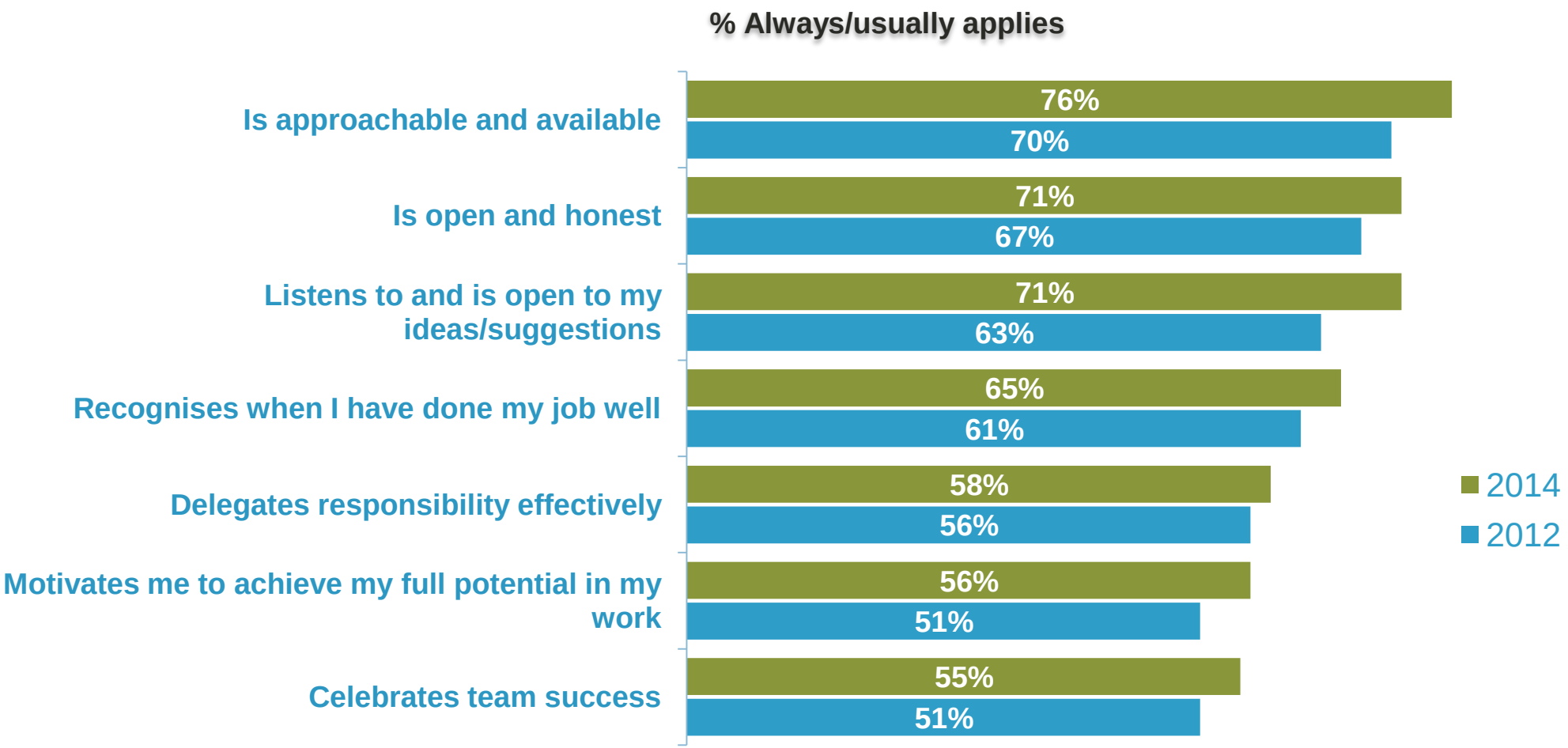
Marked improvement in attitudes towards line managers and supervisors

How far do you agree or disagree with each of the following statements? My line manager/supervisor…



Base: All respondents: 2014 (7,336); 2012 (6,710)

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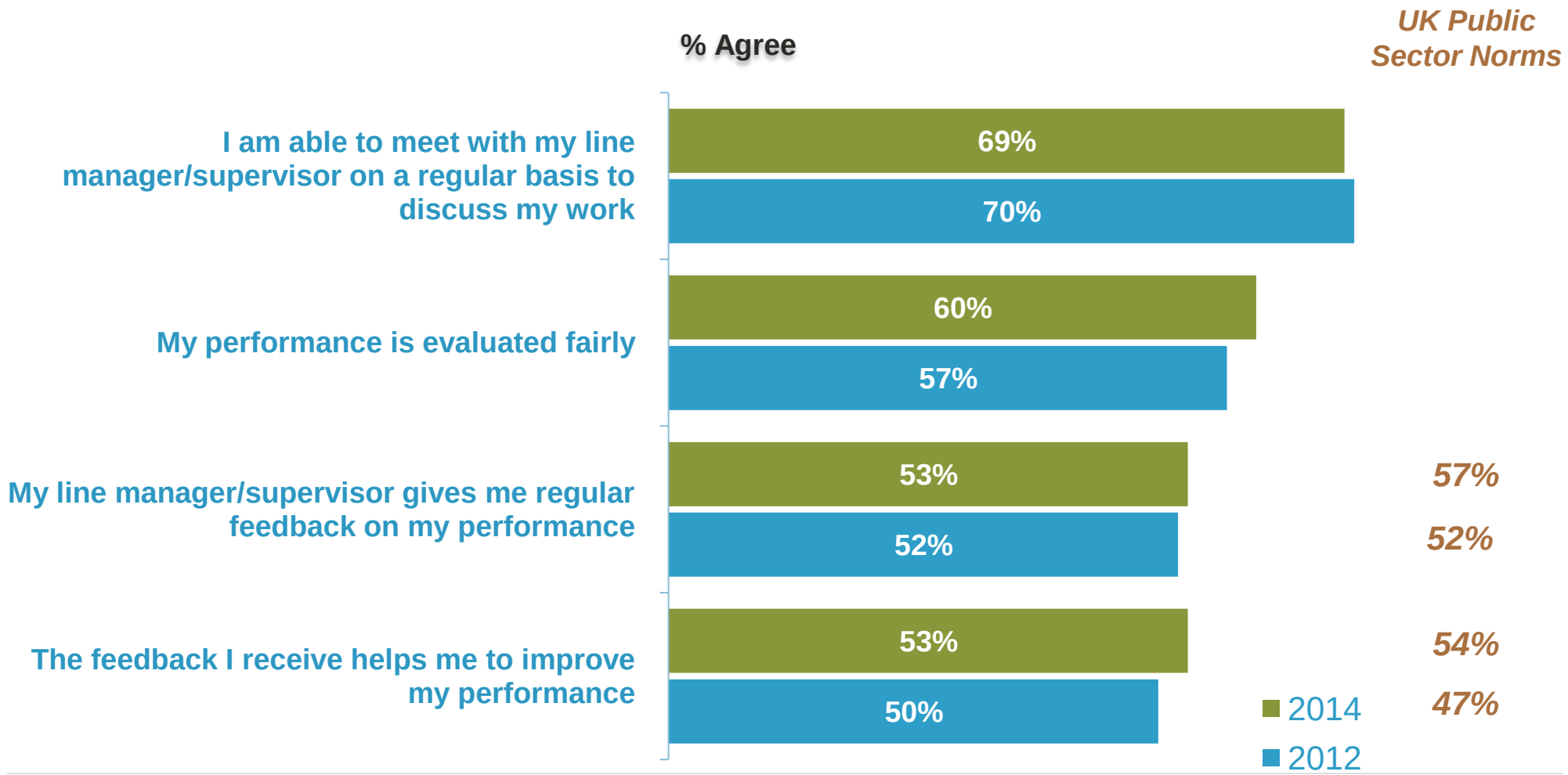
Feedback: still room for improvement

How far do you agree or disagree with each of the following statements? My line manager/supervisor…



Base: All respondents: 2014 (7,336); 2012 (6,710)

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Areas for Improvement

"Resources and workload" now the most mentioned area for change in 2014

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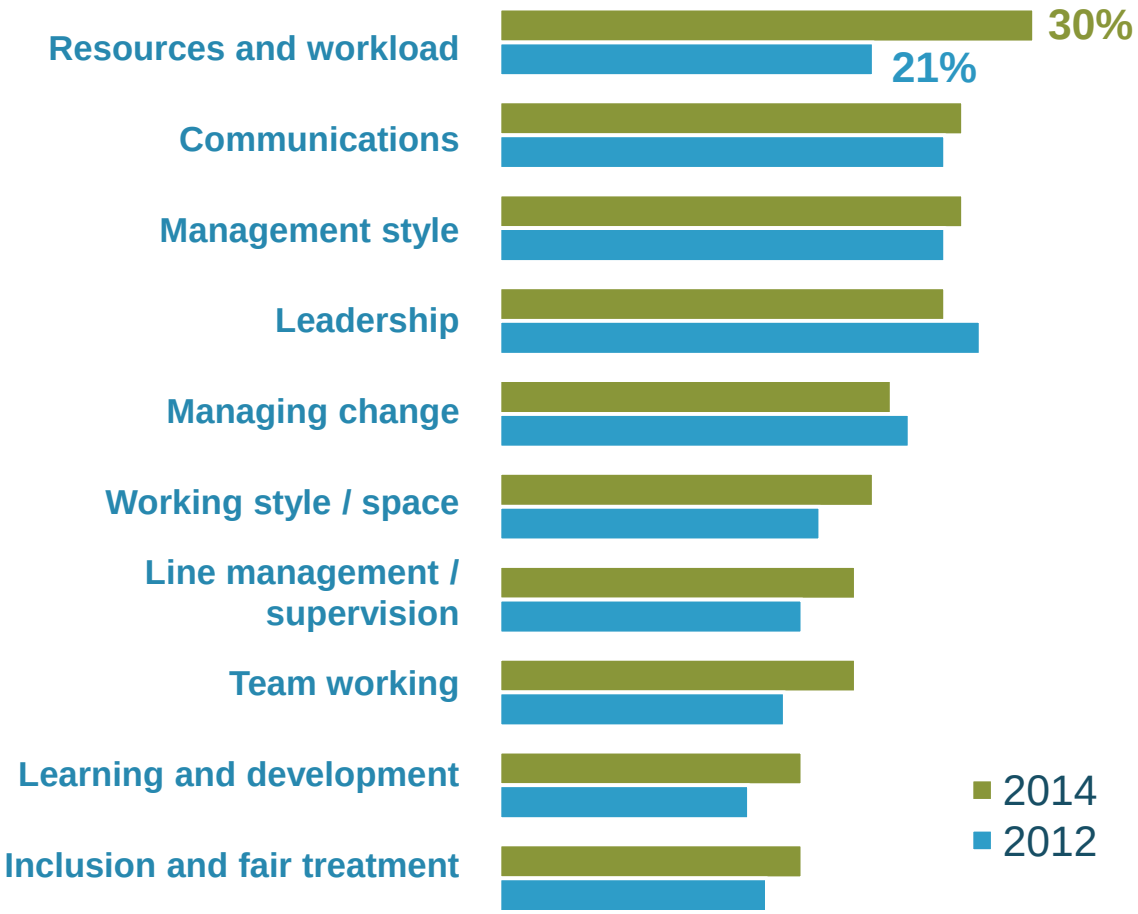
What would you like the Council to change to make it a great place to work?



More staff! Alternatively a more realistic approach needs to be taken by team leaders and managers as to what work we can take on with fewer staff.

Line managers are aware of things they should be doing, but workloads are so heavy that enough time cannot always be dedicated […] despite good intentions.

Base: All respondents 2014 (7336) 2012 (6710)

Source: Ipsos MORI

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Workload and work-life balance

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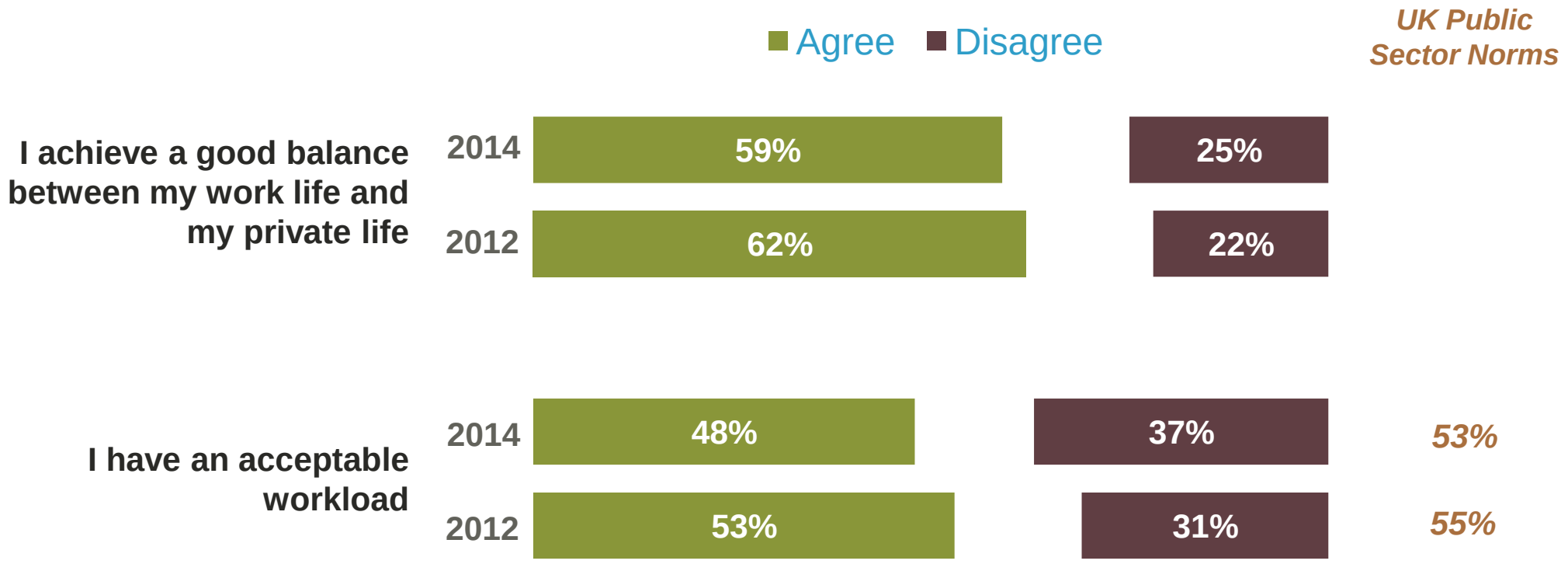
How far do you agree or disagree with each of the following statements?



Base: All respondents 2014 (7336) 2012 (6710)

Source: Ipsos MORI

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Staff in Children and Families tend to be the most negative about workloads

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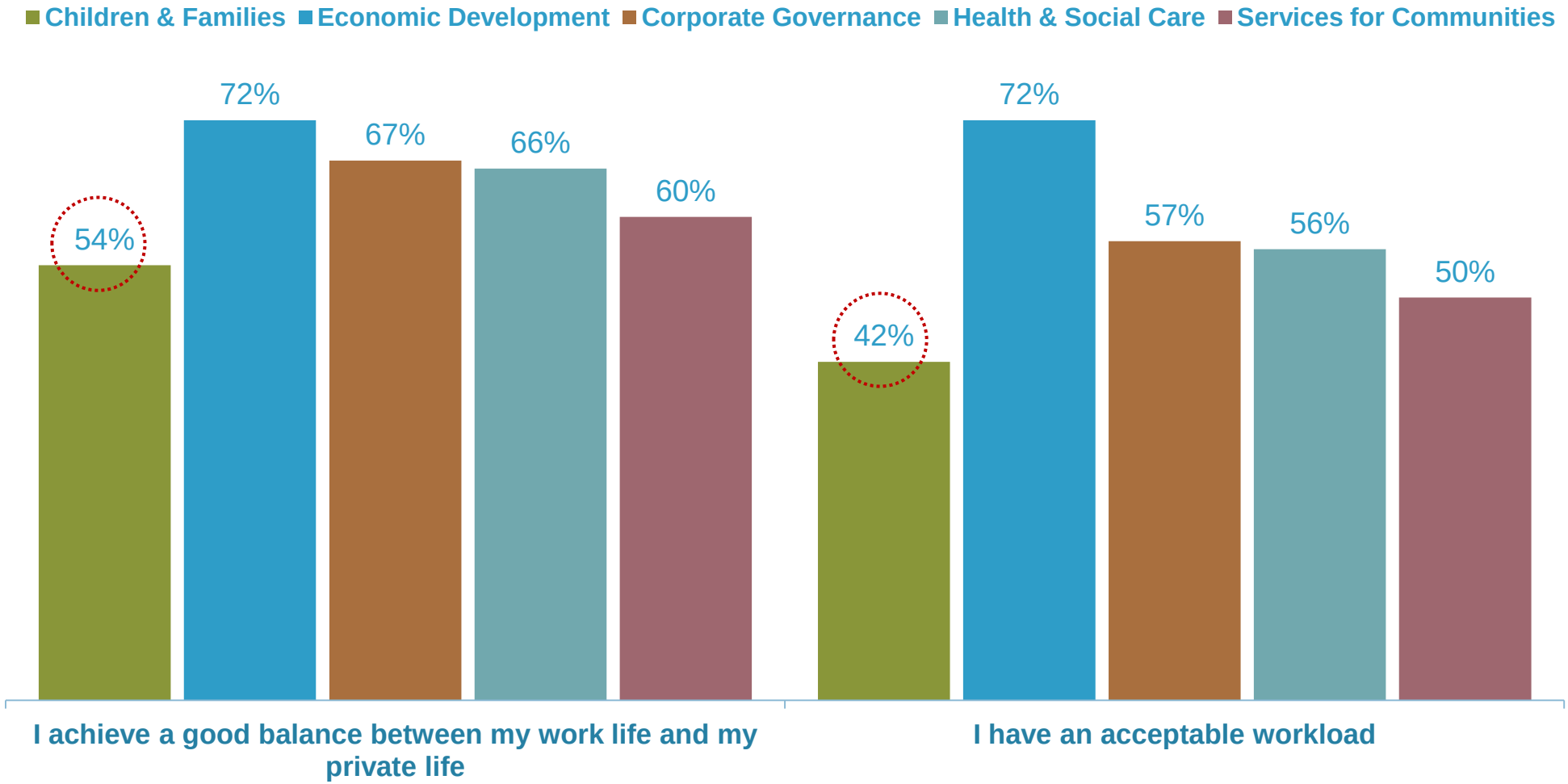
How far do you agree or disagree with each of the following statements?



Base: Children & Families (3,339) Economic Development (94) Corporate Governance (811) Health and Social Care (1453) Services for Communities (1745)

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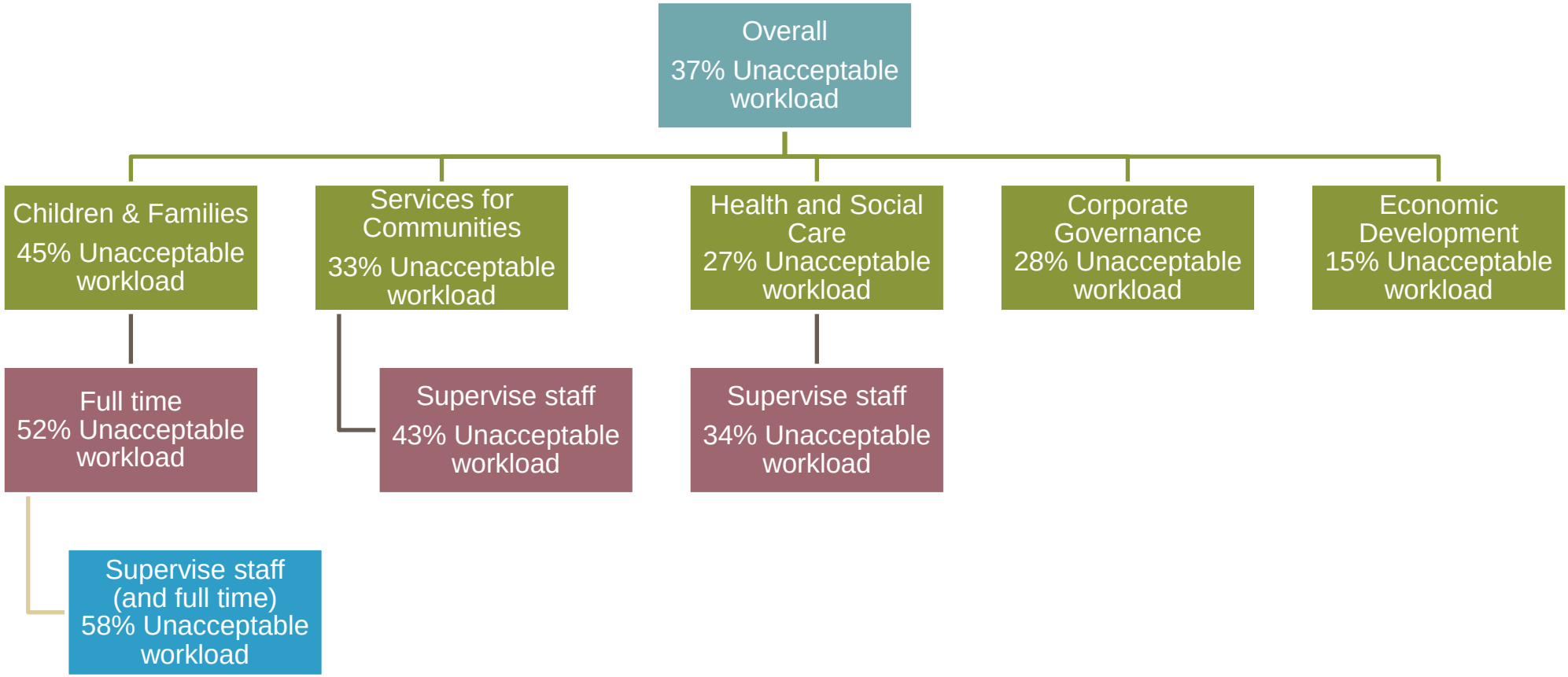
Who is more likely to feel they don't have an acceptable workload?



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Main factors that combine to influence dissatisfaction with workload

Overall

37% Unacceptable workload

Not having the right amount of responsibility

69% Unacceptable workload

AND

Not having clear work objectives

75% Unacceptable workload

AND

Not getting help and support from colleagues

80% Unacceptable workload

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Survey Feedback & Communication

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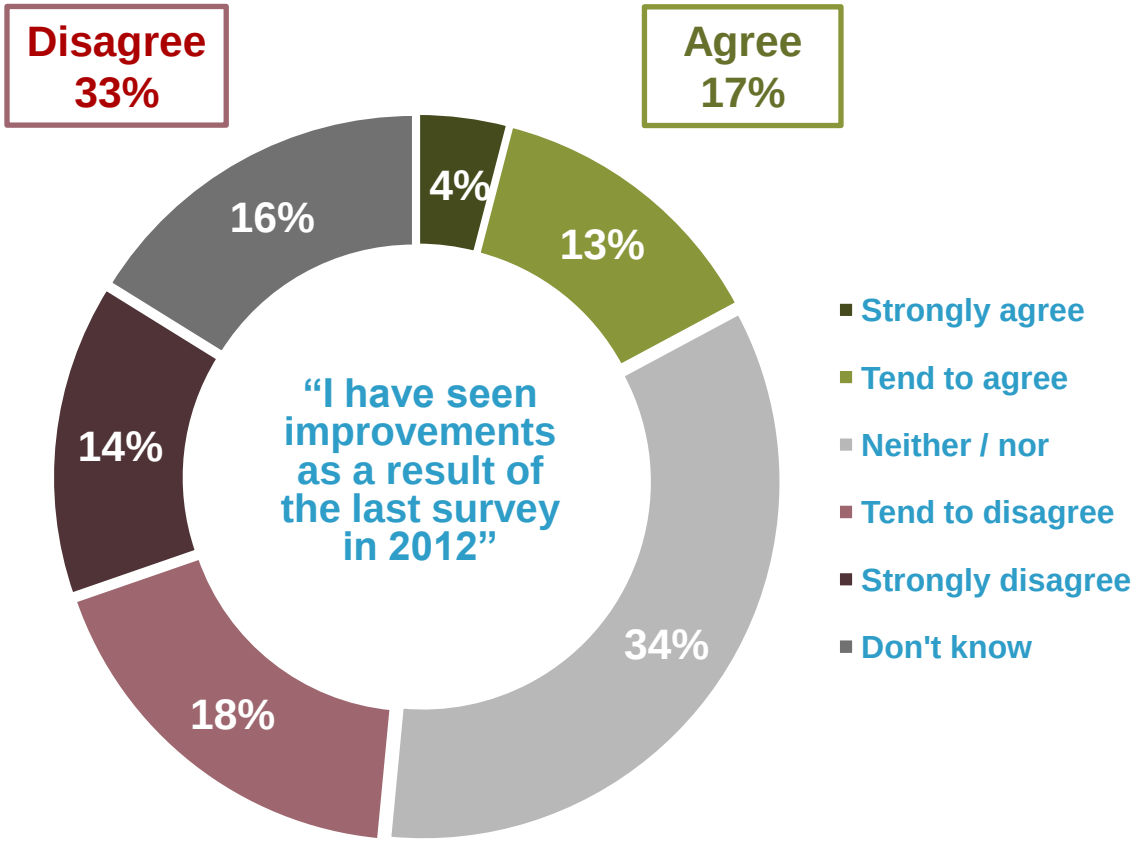
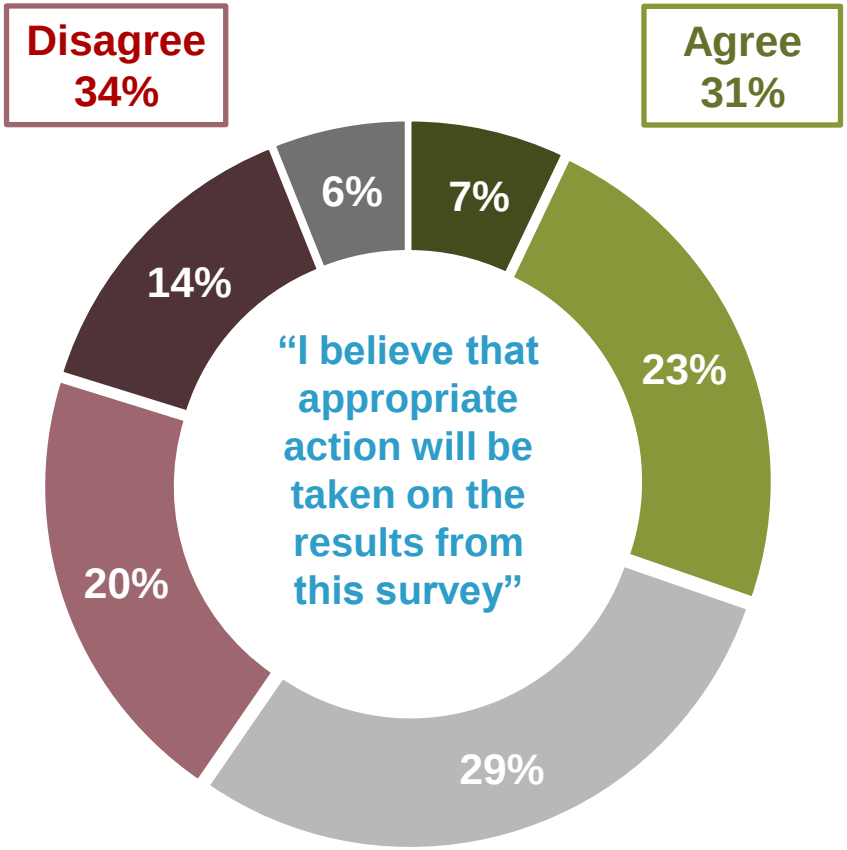
Around one in three believe appropriate action will be taken on the results from this survey

employee survey 2014 Pride is our people

How far do you agree or disagree with these statements?





Base: All respondents 2014 (7336)

Source: Ipsos MORI

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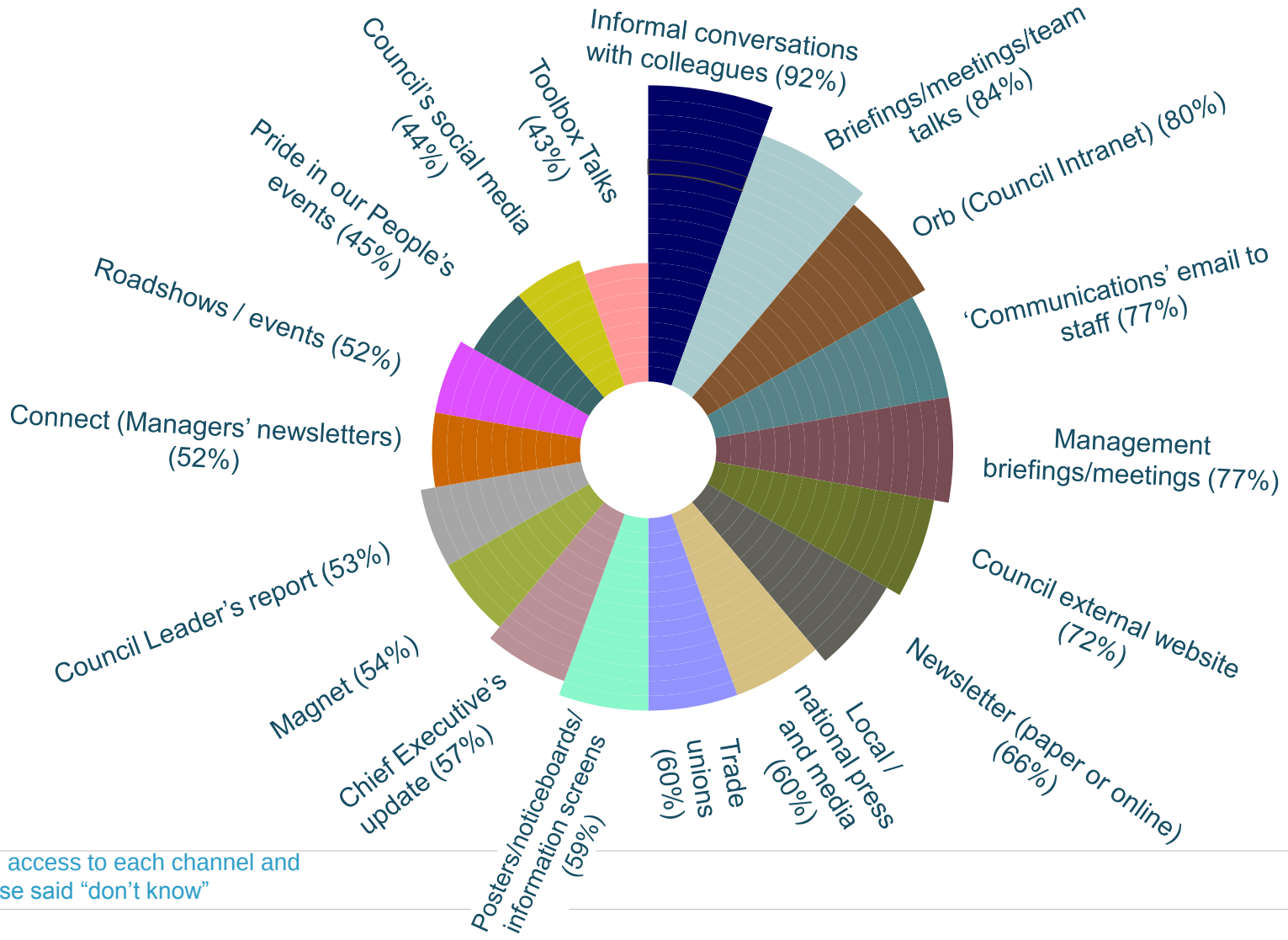
Employees feel face-to-face communication is the most effective

employee survey 2014 Pride is our PEOPLE

How useful do you find these channels of information?



Base: All with access to each channel and excluding those said "don't know"

Summary & Recommendations

Pride in our People

make the difference
shape the change

Summary and recommendations

- Overall a **positive picture**: upward trend across almost all measures
- Particular improvements in line managers/supervisors being approachable, available and listening

Areas to focus on:

- **Leadership and visibility of senior management** – still an issue and one of the main drivers of job satisfaction. Closely linked with change management.
  - Feeling informed and involved in change – having a say on changes
  - Engaging with staff face-to-face and on the front line
  - Receiving regular and useful feedback on performance
- **Workloads and work-life balance** – the main driver of job satisfaction and heading in the wrong direction (particularly in Children & Families)
  - Distributing work more effectively/fairly
  - Clearer work objectives/priorities
  - Identifying ways to complete tasks more efficiently

As a next step for going forward, The City of Edinburgh Council Business Intelligence Team can provide further analysis and briefings with management teams.

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Thank you

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Service area level

Significant positive change on 2012

Significant negative change on 2012

Change on 2012

Negative

Positive / no change

Theme	Question	CEC	Change on 2012	Children and Families	Change on 2012	Corporate Governance	Change on 2012	Health and Social Care	Change on 2012	Services for Communities	Change on 2012	Economic Development	Change on 2012
	Base	7336		3339		811		1453		1745		94	
My work	Find the work interesting	86	2	91	0	83	6	87	-1	76	0	83	4
	Involved in the decisions that affect my work	52	2	55	-1	55	6	52	2	46	2	67	7
	Make best use of my skills and abilities	67	5	75	3	61	5	69	2	54	1	69	11
	Able to show initiative	79	3	84	0	76	5	81	1	70	1	79	2
	Sufficiently challenged	73	6	79	3	68	7	76	5	59	1	70	18
	Sense of personal accomplishment	73	4	81	1	66	6	77	1	60	1	71	9
	Able to have a say about the way I work	63	3	65	-2	64	6	63	2	54	1	71	3
My colleagues	Get the help and support I need from colleagues	81	6	84	6	81	5	83	4	74	4	85	8
	Are encouraged to come up with new and better ways of doing things	64	3	69	0	64	4	64	4	54	0	70	12
	Work together to find new ways to improve the service we provide	70	6	76	4	68	9	71	6	58	1	73	13
My line manager	Is approachable and available	76	6	75	3	77	7	79	6	73	5	72	4
	Listens to and is open to my ideas/suggestions	71	8	71	3	73	10	74	9	66	9	74	6
	Recognises when I have done my job well	65	4	65	1	68	5	68	6	62	5	74	11
	Motivates me to achieve my full potential in my work	56	5	58	2	56	11	61	6	49	4	62	11
	Is open and honest	71	4	71	2	74	8	75	4	66	2	70	6
	Delegates responsibility effectively	58	2	59	0	59	8	63	1	52	2	60	12
	Celebrates team success	55	4	58	1	58	6	55	5	47	0	64	13
Managing performance	Able to meet with my line manager on a regular basis to discuss my work	69	-1	66	-3	70	1	76	1	68	-1	77	-2
	My line manager/supervisor gives me regular feedback on my performance	53	1	51	0	55	4	62	4	49	0	61	3
	The feedback I receive helps me to improve my performance	53	3	53	1	54	6	60	2	47	1	57	8
	My performance is evaluated fairly	60	3	60	0	62	4	66	6	54	0	71	11
	Received a Performance/Professional Review and Development (PRD) within the past 12 months?	71	-1	68	-3	73	-13	78	10	67	-5	86	8
Resources and workload	Have clear work objectives	80	2	84	2	77	1	82	1	70	-4	85	10
	Get the information I need to do my job well	66	1	69	-1	66	2	65	-2	59	-1	74	11
	Have an acceptable workload	48	-5	42	-6	57	0	56	-2	50	-3	72	19
	Have the right amount of responsibility	64	4	66	2	65	7	67	3	57	1	70	17
	Have the skills I need to do my job effectively	90	2	92	1	87	3	90	0	86	-1	93	4
	Have the tools I need to do my job effectively	63	0	62	0	62	0	68	-1	58	-3	73	13
	Achieve a good balance between my work life and my private life	59	-3	54	-5	67	0	66	-1	60	1	72	1
Change in my service area	The reasons for change are well communicated to me	47	2	48	1	58	11	50	-1	39	-1	49	9
	Kept informed about changes that affect me	52	3	54	0	61	12	52	-2	44	2	52	11
	Understand the need for change	75	2	75	3	86	5	77	1	71	1	79	6
	Support the need for change	70	3	68	3	83	4	72	4	66	3	81	10
	Able to have a say on changes that affect me before they are made	29	0	30	-2	34	7	31	-2	25	2	37	10
	Change affecting my service area is managed well	30	2	29	-1	37	12	36	1	24	3	35	8
Taking action	Appropriate action will be taken on the results from this survey	31	9	29	8	40	16	36	8	25	6	39	13
	Improvements have been made as a result of the last survey in 2012	17	2	13	-1	28	10	23	3	14	2	22	3
Learning and development	Learning and development needs are agreed at my PRD meetings, One-to-Ones	68	1	71	1	64	-8	76	2	57	-4	71	12
	Able to access the right learning and development opportunities when I need to	58	3	64	4	53	-2	64	3	46	-2	55	8
	L+D activities completed in the past 12 months have helped to improve my performance	60	5	70	6	45	-2	67	1	42	-3	52	4
	L+D activities completed while working for the Council will help me to develop my career	58	5	63	7	51	6	67	2	45	0	60	11
	Given support to allow me to meet my learning and development needs	56	3	62	3	49	0	64	3	43	-1	60	19
	The induction I received when I started my present job helped me to do my work effectively	51	12	52	26	53	35	60	32	45	24	35	6
Objectives and purpose	Clear understanding about my service's aims and objectives	80	0	84	-1	79	4	87	3	70	-4	86	8
	Committed to helping my service achieve these aims and objectives	88	1	90	-1	87	1	92	2	81	-3	91	9
	Understand how my work contributes to these objectives	84	1	87	-1	79	-1	90	2	74	-4	82	4
	The service I contribute to is valued by its customers/users	78	1	80	1	72	0	87	-1	69	-1	83	6

Service area level

Significant positive change on 2012

Significant negative change on 2012

Change on 2012

Negative

Positive / no change

Theme	Question	CEC	Change on 2012	Children and Families	Change on 2012	Corporate Governance	Change on 2012	Health and Social Care	Change on 2012	Services for Communities	Change on 2012	Economic Development	Change on 2012
	Base	7336		3339		811		1453		1745		94	
Leadership	My service area is managed well	52	0	52	-3	56	11	59	-1	45	-1	67	12
	Senior managers in my service area are sufficiently visible	50	-1	47	-7	62	8	57	4	45	0	67	-1
	The Director and Heads of Service in my service area have a clear vision for the future of the Council	38	-3	37	-9	56	17	43	-2	28	-7	67	12
	Have confidence in the decisions made by the Director and Heads of Service in my service area	35	-4	34	-12	45	10	40	-2	27	-3	66	25
Working for the Council	Feel proud to work for the Council	58	3	56	3	60	6	68	6	54	-1	70	21
	Would recommend the Council as a great place to work	48	4	44	2	51	10	61	9	43	1	64	17
	The Council is a better place to work than a year ago	17	2	13	-1	24	7	26	6	15	2	21	0
	My personal morale is good	52	4	55	1	50	9	59	5	44	3	63	14
	Satisfied with working for the Council	62	4	64	3	64	9	71	6	53	0	78	22
Fairness and respect	Treated fairly at work	76	2	80	0	76	5	78	1	68	1	81	13
	Treated with respect by the people I work with	83	2	86	1	80	0	83	-1	77	1	85	7
	Feel valued for the work I do	62	3	67	-1	58	5	66	2	52	2	69	3
	The Council respects individual differences (e.g. cultures, working styles, backgrounds)	69	3	71	3	72	3	72	1	62	2	77	3
Communications (find useful)	Magnet (online or printed)	40	0	34	-2	52	-1	48	7	40	0	43	5
	Orb	67	-2	66	-3	79	-7	60	1	68	-1	80	12
	Council external website	50	-7	49	-8	59	-9	47	-1	50	-8	63	1
	'Communications' email to staff	65	4	63	1	80	-3	60	15	65	3	81	11
	Connect (managers' newsletter)	25	-	21	-	35	-	32	-	25	-	20	-
	Pride in our People events	23	-	18	-	33	-	29	-	24	-	32	-
	Briefings/meetings/team talks	70	-	69	-	80	-	70	-	67	-	77	-
	Management briefings/meetings	55	7	54	3	64	12	52	5	55	8	54	10
	Chief Executive's brief	45	10	41	9	63	12	42	13	47	11	73	15
	Local/national press and media	45	0	46	3	50	-4	42	0	41	-3	59	-5
	Trade Unions	38	-6	46	-5	22	-15	40	-10	31	-5	26	7
	Council Leader's report	40	7	37	3	56	15	37	7	41	8	64	11
	Informal conversations with work colleagues	85	2	87	0	88	1	84	3	79	-1	90	6
	Posters/noticeboards/Information screens	43	-3	41	-10	45	3	49	1	40	-3	49	12
	Roadshows/Events	26	-3	22	-8	35	1	26	-2	27	0	31	2
	Newsletters (paper or electronic)	49	1	47	-3	57	7	55	4	44	0	56	0
	Toolbox talks	12	-1	9	-2	13	4	12	0	20	1	6	-10
	Council's own social media channels (e.g. YouTube, Twitter, Facebook)	17	3	16	3	22	8	14	3	20	3	30	4