

Report to Scrutiny Panel

Name of Scrutiny Panel	Use of Resources Scrutiny Panel	
Meeting Date	17 th March 2011	
Subject	Staff Survey 2010	
Wards Affected	All	
Report of	Head of Human Resources	
Type of Item (please tick✓)	Review existing policy	
	Development of new policy	
	Performance management (inc. financial)	✓
	Briefing (inc. potential areas for scrutiny)	
	Statutory consultation	
	Council request	
	Cabinet request	
	Member request for scrutiny (CCFA)	

Why is it coming here?
The attached report summarises the findings of the latest staff survey which took place between the period of October and December 2010.

What are the key points?
The report includes: • A summary by ORC which is the company that has independently assessed the findings of the report. • The staff responses to all survey questions and an analysis of areas for further development and areas which have improved.

Possible courses of action
Scrutiny are requested to assess and comment on the findings of the summary report and endorse an approach which would involve staff, Members and Trade Unions in the development of a refreshed action plan for 2011/2012.

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Should this report be exempt?
No

Report to Scrutiny Panel

1. Background

The attached ORC Summary report details the independent findings of the research from the 2010 Staff. It provides Members with the background information and headline findings which will form the basis of the presentation and discussion.

The presentation will focus on:

- Providing context for the survey within which Members can give guidance and feedback;
- The identified areas of most positive, neutral and least positive responses;
- Review using benchmark comparators where appropriate;
- Request Members' guidance and views on areas of focus for activity from the survey;
- Suggested next steps including engagement of staff, Members and Trade Unions;
- Requesting Member guidance and views on the recommended way forward.

2. Main issues for Scrutiny

- To assess the impact of the work undertaken as a result of the previous survey in 2009;
- In light of the results from the 2010 survey, where should the focus of improvement be for the next 12 months;
- That Scrutiny endorse a joint approach to improvement involving staff, Members and Trade Unions.

3. Consultation

The information provided to Scrutiny has also been made available to staff via the Councils Intranet. As a part of future consultation, Members may wish to consider whether the principle of using staff workshops should be continued over the coming months with a view to providing a refreshed 2011/2012 action plan for future consideration by Scrutiny. Meanwhile the actions of the existing action plan will continue to be progressed.

4. Options appraisal

N/A

5. Conclusions

Our ability to demonstrate a consistent record of taking action in response to key staff survey findings and, over time, to evidence the benefits the action achieves will be essential to:

- a) Reduce staff concerns and improve morale during these challenging times;
- b) Increase the level of participation and thereby the validity of this measure of staff engagement;
- c) Improve services to local people at a time of reducing resources.

6. Background documents

October 2010 Use of Resources Scrutiny Report
Staff Survey 2009/10 Staff Workshops Feedback and Action Plan
Staff Survey 2010 Questionnaire

7. Documents available for inspection at

HR 3rd Floor, G Mill, Dean Clough, Halifax

Calderdale Council Staff Survey Results

Prepared by

ORC International (www.orcinternational.co.uk)

March 2011



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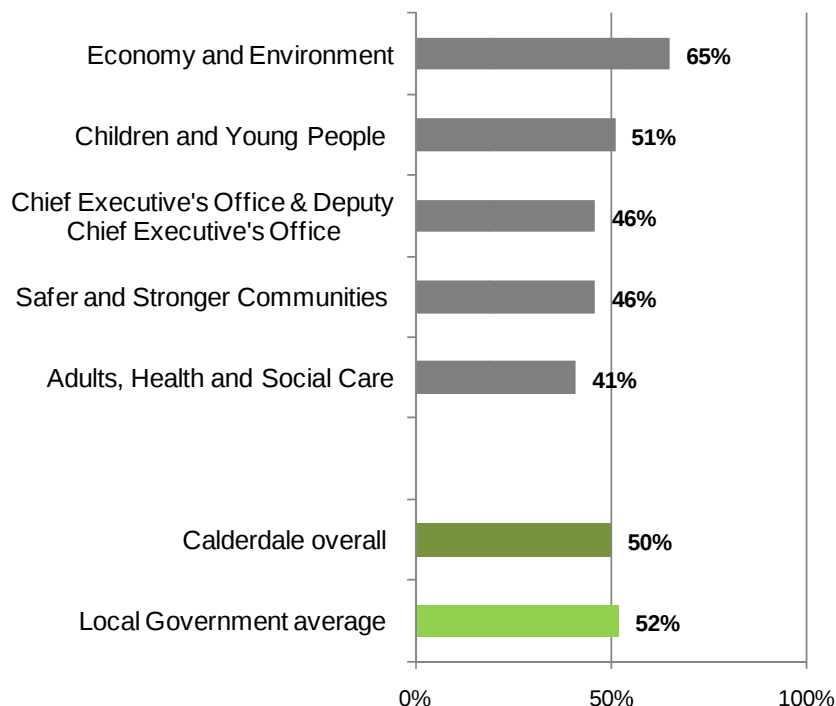
1 Introduction and background

This report summarises the key findings from Calderdale Council's (the Council's) employee survey conducted in late 2010.

The staff survey was conducted in partnership with ORC International between 5th November to 8th December 2010. The survey design sought to compare opinions to external benchmark norms and track those of previous years. Furthermore, it measured areas of key interest for the Council and gave employees the opportunity to provide their opinions through confidential means. It should be noted that the survey took place during the period when discussion(s) about the impacts of the Comprehensive Spending Review and the Local Government financial settlement were at a peak. Together with the substantial media speculation about the loss of Council worker jobs, this has represented an unprecedented time of major change and uncertainty for Calderdale residents, staff and Councillors.

This project was conducted in compliance with ISO 20252, the European quality standard. Further information on this can be provided upon request.

Response rates



Base sizes: Calderdale Council overall 2010: 2142, Economy and Environment: 437, Chief Executive's Office and Deputy Chief Executive's Office: 365, Children and Young People: 512, Safer and Stronger Communities: 404, Adults, Health and Social Care: 385.

Further detail about the subgroups in each Directorate is in the glossary of this report.

Across the Council there has been an improvement in the response rates for the survey. In 2007 there was a response rate of just 26%; in 2009 this improved to 40%, and in 2010, the Council reached their target of 50%. This response rate is now in line with the current Local Government average response rate for similar surveys (52%). The chart on the previous page shows that across the majority of Directorates response rates have improved compared to previous years.

Increased responses rates not only support the interpretation and use of the survey findings on the basis of a more robust representation of employees' opinions, but can also have wider implications with how employees view such consultation pieces. In ORC International's experience we often see increased responses rates resulting from increased survey awareness. The improved response rate provides the Council with a strong basis from which to take action from the survey findings, further consolidating employees' views that the survey will lead to improvements in the way the Council works.

Results recap: 2009 areas of focus

Key strengths

- The 2009 survey showed that employees believed they were able to use their skills effectively and the Council supported the development of employees.
- Employees reported confidence in the skills they had and their ability to use their initiative.
- There was a commitment to providing a 'Value for Money' service in teams and a belief that they treat customers with respect.

Improvement opportunities

- Whilst employees were confident about the quality of their own contribution to the delivery of services, there was less certainty that such behaviours and commitment to effective service delivery was being delivered across the Council.
- Employees were concerned about decision making and leadership within the Council. This was also an area which was driving engagement.
- Perceptions of how change is managed in the Council were low last year. This was also an area which was driving engagement.

Areas to investigate further

- Communication channels, levels of recognition and the use of performance appraisals were all highlighted as areas to investigate and delve into further. These areas were not found to be critical factors in engaging employees, however were identified as tools which could be used to better manage and connect with employees.

2 Key headlines

Employee engagement within the Council

Employee engagement goes beyond employee satisfaction and provides an effective measure of a two way, mutually beneficial relationship, between employees and their employer. Seven questions were included within the survey to measure this relationship and are illustrated in the chart below.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from LG BM	Var. from 2009	Var. from 2007
64. It would take a lot to get me to leave this Council	18	35	27	14	6	52	-	+4	
65. I feel a strong sense of belonging to Calderdale Council	17	37	28	13	5	54	+7	+4	
66. I feel committed to the success of the Council	25	51	18			77	-	+1	
67. I am proud to work for Calderdale Council	23	42	27	6		64	-1	+6	+1
68. I am happy to speak positively about the Council with family, friends and others outside work	21	43	26	8		64	-	+3	+17 ^t
69. I believe that local people are satisfied with the services provided by the Council	5	28	42	20		34	-	+6	
70. I believe that local people are satisfied with the services provided by me	21	55	21			76	-	+4	

^t change in text from previous survey

* Percentages subject to rounding

The individual questions within this Employee Engagement Index (EEI) show that employees have a stronger sense of belonging to the Council than the Local Government benchmark. In the past year there has been a notable improvement in whether employees feel proud to work for the Council and whether they believe that local people are satisfied with the services being provided. Although levels of agreement to this latter question have improved, the neutral and the negative responses illustrate scope for this to be built upon further.

The EEI for the Council is **60%**¹. This has improved by four percentage points since 2009 (Please note this was not a measure that was used in the 2007 survey and thus comparisons are not available). The improvement in engagement is encouraging within the current environment; over the past year different organisations' levels of engagement have

¹ This Index represents a mean positive score across the seven questions designed to measure employee engagement.

fares differently, and whilst there has been a broad decline in engagement within Central Government, the picture within Local Government is more varied.

Current levels of engagement are broadly consistent across the Directorates of the Council, though differences are seen in some of the individual questions included within the Index. As noted at a Council wide level, the EEI has improved by four percentage points. The movement at a Directorate level is more varied with the greatest improvement in engagement seen within Economy and Environment which has improved by six percentage points. The EEI score has declined slightly within Children and Young People (by five percentage points).

Strategic awareness

Aside from engagement, a key area of interest is employees' understanding of the wider work and aims of the organisation. Awareness and support of such programmes is important not just in creating a 'golden thread' between employees and the work of the organisation, but also is critical in ensuring that the engaged employees are working towards the appropriate goals. This can be deemed 'strategic alignment'.

Although comparisons to the results of 2009 are included within the chart below, please note that the 2010 survey saw a change in the response scale and so results should be interpreted with caution.

	Fully aware	Aware but need more info	No	Positive	Var. from 2009	
32a. Are you aware of Grasp the Nettle	68	17	16	84	-4	t
32b. Are you aware of Everyone different, Everyone matters	79	16	6	94	-1	t
32c. Are you aware of Fresh Start	19	21	60	40		
32d. Are you aware of the eight key outcomes	40	30	30	70	+8	t

t change in response scale from previous survey. Inclusion of 'Aware but need more information' in 2010 survey

The results show employees are largely aware of 'Everyone different, Everyone matters', though as with 'Grasp the Nettle' there remains scope to build upon this understanding as there are some employees who feel they need more information about the programme.

Just two in ten employees are fully aware of 'Fresh Start' and the level of employees who report not to be aware of it suggests that further work is necessary to embed this throughout the Council. A more mixed response is seen with regard to the 'eight key outcomes'. There has been an improvement over the past year in whether employees feel they are aware of these, however similar to the 'Fresh Start' initiative there remains scope to create a stronger understanding and connection with them.

Key movements across the Council – internal shifts in survey findings

By looking internally across the Council, areas of good practice and areas to focus action can be seen. The following table outlines some of the key differences for attention.

Council headline	Internal areas for investigation and attention
Job security Feeling that have job security 13% positive, down 26%	Across all Directorates there have been declines in the extent to which employees agree they have job security. The largest decline is seen in Children and Young People (down 32% from 2009). The lowest level of agreement can be seen within Adults Health and Social Care with just 9% agreeing. Such a shift in opinion has been seen across many public sector organisations over the last few months and in part can be seen as a reflection of the current economic environment. Despite this, perceptions of job security can have wider ramifications with stress and can be a 'push factor' for employees looking to gain more secure employment.
Effective leadership Providing effective leadership 29% positive, down 8%; Confidence in decisions, 23% positive, down 8%	Perceptions of effective leadership by Group Directors and Heads of Service and confidence in decision making have declined across all Directorates with the exception of Adults, Health and Social Care. The largest declines in opinion in response to these questions can be seen within Children and Young People; levels of agreement have declined by 20% and 21% respectively. All areas within Children and Young People have seen notable declines in this area.
Development Opportunities for personal development and growth 53% positive, down 7%	63% of Adults, Health and Social Care and Children and Young People employees are positive about this area, however just 41% of Safer and Stronger Communities are. Such differences may provide an opportunity for sharing good practice internally. The largest decline in satisfaction with opportunities for personal development and growth has been seen in Economy and Environment where opinions have dropped by 18% to 50% positive. In many organisations budgets for formal training and development have been constricted over the past year. Where this is the case, it may be feasible to provide coaching or less formal ways of developing staff.
Communication Council Publications 62% positive, down 5%; Leaflets 45% positive, down 6%; Events 45% positive, down 6%	Council wide publications are viewed the least positively by the Chief Executive's/Deputy Chief Executive's Office where just 58% are positive. Opinions that such publications are effective have declined the most in this group and within Safer and Stronger Communities (by 8%). Children and Young People and Adults, Health and Social Care are the most positive about leaflets and events being an effective method of communication, whilst perceptions of events have declined most within Safer and Stronger Communities (down 10%). When considering the shifts in how communication methods are viewed between Directorates it may be worth considering the messages being disseminated by the channels and also how the audiences differ.

Council headline	Internal areas for investigation and attention continued
Morale Believing that morale is good within teams 42% positive, down 5%	Currently, levels of morale are largely consistent across Directorates, though the largest decline in morale has been seen within Children and Young People (down 13%). Morale can be deemed something which is a reflection of a number of elements. Aside from the internal factors which may be influencing levels of morale, external factors such as the media and contact with service users may also play a part. The difficulties facing the broader public sector and possible changes in the services being provided could present a risk in how the Council is portrayed within the media and by residents, which could, in turn, cause a shift in morale.
Benefits Satisfaction with the total benefits package 42% positive, down 5%	Safer and Stronger Communities are the least positive about benefits (41%) and the greatest decline in positivity has been seen within this group (8%). A regular feature in employee opinions with regard to benefits is an element of uncertainty about what is available, and the relatively high neutral response about benefits could reflect such uncertainty within Calderdale.

The following table outlines some of the key differences and strengths that provide opportunities for sharing good practice.

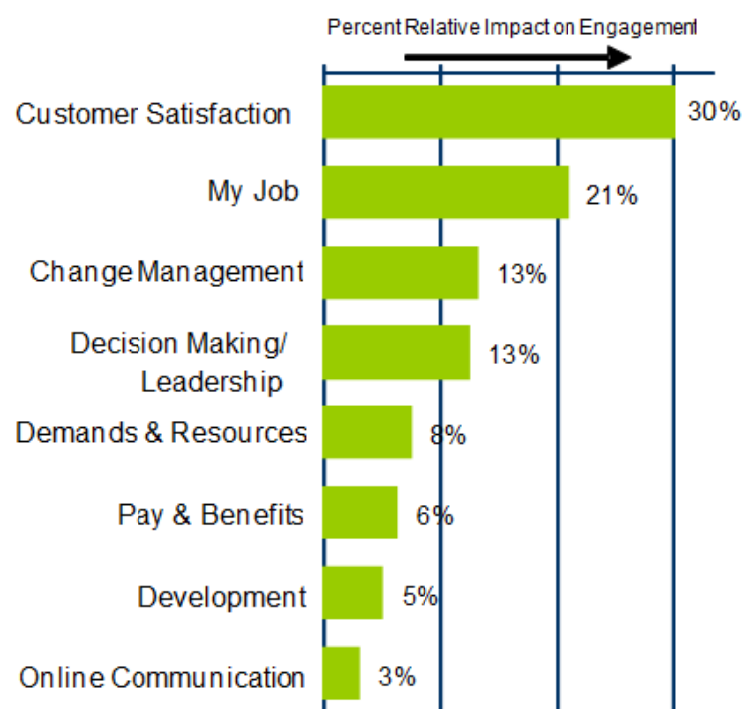
Council headline	Internal areas of good practice and improvement
Speaking up Opportunity to contribute views before changes are made 44% positive, up 16%	The largest improvement in feeling able to speak up was made within Economy and Environment (up by 23%), however employees in the Chief Executive's/Deputy Chief Executive's Office are the most positive (49%). Whilst there is increased agreement that there are the opportunities to contribute views, a difficulty often seen within organisations is whether employees give their views and make suggestions in practice. It is possible by involving employees within the action planning of the survey to build upon this improvement in order to ensure that a culture of 'employee voice' and innovation is further embedded.
Performance appraisals Helping employees focus on improving performance 61% positive, up 8%	Children and Young People are the most positive about whether, during their last performance appraisal, their manager helped them to improve their performance (70%). The greatest improvement can be seen within Adults, Health and Social Care in comparison to 2009 (up by 10%). 83% of employees have had an appraisal in the past year and the improvement illustrates the approach is seen as appropriate and helpful for most who have had one. Aside from the formal processes, there has been a slight improvement of 4% in whether employees feel the manager helps them to be more effective in their job.
Key outcomes Awareness of the 8 key outcomes 70% positive, up 8%	Awareness is largely consistent across the Directorates with Children and Young People the most positive (77%), though the greatest shift in awareness compared to 2009 is within Adults, Health and Social Care, Children and Young People have also shown improvement (up 17% and 10% respectively).

Council headline	Internal areas of good practice and improvement continued
Working conditions Satisfaction with physical working conditions 72% positive, up 7%	Employees in Children and Young People are the most positive about their working conditions (75%) whilst those in Safer and Stronger Communities are the least (just 66%). Despite these differences, all Directorates have seen an improvement in opinions. The greatest improvements have been seen in Children and Young People and Adults, Health and Social Care (up 8%). Working conditions are not often found to be drivers of engagement but are typically seen as hygiene factors, elements of working lives which whilst they won't actively create a stronger relationship with employees, where they are lacking, can cause dissatisfaction and become a source of frustration.
Resources Having the resources to complete work effectively 63% positive, up 7%	The Chief Executive's/Deputy Chief Executive's Office are the most positive about the resources they have (72%). Safer and Stronger Communities are the least positive (53%) though have also seen an improvement (up 5%). Similar to that of the working environment, this can be seen as a hygiene factor. However it can also be seen as a potential constraint to effective working. To this end it may be worth investigating if there are particular resources which are deemed lacking and whether such constraints could be mitigated.
Information Having enough information to do job well 78% positive, up 5%	Having enough information to do the job well is largely consistent across the Directorates, though the greatest improvements since 2009 have been seen within Chief Executive's/Deputy Chief Executive's Office and Safer and Stronger Communities (both up 5%). Although there has been an improvement in whether employees have the information to do their job effectively, there has not been a similar improvement in whether they feel kept well informed about matters affecting them. This latter score is in line with 2009 and just 52% are positive, suggesting the messages about the wider work of the Council could be more effectively shared.
Fair treatment People from different backgrounds get the same level of service 81% positive, up 5%	This is an area which is viewed in a similar way across the Council with all responses largely in line. Adults, Health and Social Care show the most improvement since 2009 (up 14%). Interestingly whilst 81% of employees feel people from different backgrounds get the same level of service, slightly fewer (76%) feel the Council treats its customers with respect and consideration, suggesting there is scope to further improve this.
Perceptions of the Council Pride in working for the Council 64% positive, up 6%; satisfaction with local services 34% positive, up 6%	The Chief Executive's/Deputy Chief Executive's Office have the highest levels of pride in working for the Council (67%), an improvement of 10% since 2009, whilst the greatest improvement with regard to the satisfaction of Council services is seen within Safer and Stronger Communities. As these questions are found within the Employee Engagement Index, they are seen to be outcome measures, a perception or measure which is a reflection of wider experiences. It is by taking action on the key drivers of engagement that the Council, and the respective Directorates, have an opportunity to improve these scores.

3 Key drivers of engagement

Employee engagement in itself cannot be directly actioned, and therefore the Council needs to identify and take action on the areas which have the biggest impact on this engagement in order to see improvements. ORC International has conducted statistical analysis on the results of the survey in order to understand which areas are having the biggest impact on engagement. This analysis is helpful in order to prioritise actions following the survey.

Eight themes were identified as significant drivers of employee engagement within the Council. The themes and their relative level of impact are detailed in the following figure.



The theme with the highest relative impact on engagement is Customer Satisfaction, followed by My Job. As the highest impact themes, these are important in driving engagement and consequently should be areas where post survey activity is focused in order to improve engagement levels at Calderdale Council.

Results recap: 2009 drivers of engagement

In 2009 a similar analysis was conducted, consistent with the 2009 picture, employees' opinions about Customer Satisfaction was the main driver of engagement. The second most important theme was My Job and Personal Development, illustrating subtle nuances in what is driving engagement over the past two years.

The key area for attention remains employees' perceptions of how customers are treated and how the Council runs its services.

4 Most positive, neutrals and least positives

What are employees most positive about?

Calderdale employees are most positive about team interactions with customers; 95% either strongly agreed or agreed that people in their team treat customers with respect and consideration.

The majority of employees believe they have the necessary skills and knowledge to carry out their job effectively (93%).

Face to face meetings to communicate change are well received (92% positive); however, it is often the case that employees prefer personal interaction with regard to important issues compared to online or indirect mediums such as e-mail. Aside from employees' preferences, face to face communication can also be used to encourage a two way dialogue and is often seen as a key way to convey difficult messages in a personable manner.

It is encouraging to see that the majority of employees feel they are given opportunities to use initiative within their job (85%). Nine out of ten employees feel they provide their line manager with support when needed (90%). Whilst employees believe this to be the case, other results suggest it may be possible perhaps for them to provide greater support to their line manager, as line managers are found to be less positive about questions measuring work life balance than non-managers.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from 2009	Var. from 2007
60. People in my team treat customers with respect and consideration	46	49				95	-3	
23. I believe I have the necessary skills and knowledge to do my job effectively	42	51	5			93	+2	0 t
52. I believe face to face meetings are an effective way of communicating change	33	58	7			92		
37. I provide my line manager with support when he/she needs it	37	53	9			90	0	
3. I have opportunities to use my initiative within my job	37	47	9	5		85	-1	+1 t

t change in text from previous survey

What are employees most 'neutral' about?

Employees respond with a high degree of neutrality in response to questions around the Better Working: Better Services change initiative and the Budget Review Consultation, which may indicate a need to further improve involvement and/or information about these initiatives to-date.

Employees are also uncertain about whether Councillors provide effective leadership (49% neutral). This may be reflective of inconsistent leadership from this group of individuals, or perhaps an inability to comment due to distance between employees and the Councillors and/or a lack of knowledge about their leadership.

On a similar note, there is a high neutral response with respect to whether employees have confidence in the decisions made by Group Directors and Heads of Service. In addition to the high neutral response, over the past year employees have become less positive about this. This neutral response may reflect distance between employees and this group, though it is worth noting the timing of the survey and the changes underway, hinting a possible 'wait and see' sentiment.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from 2009
46. During the work towards Better Working: Better Services, I feel I have been treated with dignity and respect	25		52	12	7	29	0
54. I believe Councillors provide effective leadership	14		49	26	10	15	0
47. I was communicated with in a timely manner about Better Working: Better Services	22		48	18	9	25	-3
48. During the Budget Review Consultation I feel I have been treated with dignity and respect	32		47	11	7	36	
58. I have confidence in the decisions made by Group Directors and Heads of Service	20		45	20	11	23	-8

What are employees least 'positive' about?

Employees respond less positively to questions around confidence in Councillors' decisions, morale, job security and managing change.

As noted earlier in this report, employees are largely neutral about whether Councillors provide effective leadership. Just 11% of employees have confidence in the decisions made by Councillors. These low levels of agreement are in line with the results of 2009, and these high neutral responses provide an opportunity to shift employees to a more positive view point.

Perceptions of job security have decreased notably since 2009 (by 26 percentage points) reflecting a declining confidence in a difficult period of time within Local Government. Furthermore, employees are also less positive that the Council effectively manages change. These responses may reflect a reaction to the recent changes and, although opinions may level out as the Council goes through the changes, there is a risk that such opinions could become legacy issues.

There is also a low level of awareness of 'Fresh Start', 60% report to not be aware of this initiative suggesting more work is needed to ensure this is embedded across the Council.

	strongly agree	agree	neither	disagree	strongly disagree	Positive	Var. from LG BM	Var. from 2009
55. I have confidence in the decisions made by Councillors	10	45		30	14	11	-	0
8. I feel I have job security	11	22		35	29	13	-31	-26
54. I believe Councillors provide effective leadership	14	49		26	10	15	-	0
32c. Are you aware of Fresh Start (Y/Yes but would like more information/N)	19	21		60		19	-	
45. Overall, the Council manages change effectively	19	42		25	12	20	-7	-2

5 Summary of findings and key areas of focus

The following conclusions have been drawn from the survey findings of 2010 and present areas of strength and opportunities for improvement. These conclusions are on the basis of what is driving engagement and also how the results have shifted over the past year.

Celebrate and continue to build on success

- A continued strength of the Council is whether employees' job roles are making good uses of their skills and abilities. Furthermore the work employees do is providing a sense of personal accomplishment and scope for them to use their initiative.
- Employees hold their immediate managers in high regard. They are seen to be a useful source of informal and formal feedback which helps employees to improve their performance. In addition, employees feel they have a good working relationship with their manager.
- There have been improvements in perceptions of working conditions and employees continue to believe that health and safety is taken seriously in the organisation. Both these findings can be deemed hygiene factors and are an area of strength for the Council.
- Employees hold their colleagues in high regard. Teams are seen to deliver value for money services and employees cooperate to get the work done as well as treating customers with respect and consideration. Colleagues are also seen to be a useful source of information and these findings suggest effective working practices within teams.

Improvement opportunities and areas for focus

Decision making and leadership

- Employees' perceptions of whether Councillors provide effective leadership and have confidence in their decisions show scope for improvement. For the second year running, perceptions of these areas are amongst the least positive across the entire survey. In addition, the extent to which employees understand the role of Councillors is key driver of engagement and just 59% of employees were positive about this.
- Employees' views about Group Directors and Heads of Services, specifically whether they are seen to provide effective leadership and the confidence placed in their decisions, is an area for attention having seen a decline in opinion over the past year.

Change management and communication

- There is a need to bring employees on board with the changes underway and effectively communicate the reasons behind the changes. Suggesting that Council wide change management could be better supported by effective implementation at a Service level, just 30% of employees feel that changes are implemented well by their Service.
- Related to this are the issues of job security and morale, both of which have declined over the past year.

- There is scope to better use the communication channels available with opinions having declined about the effectiveness of Council Publications and Leaflets in particular. Aside from the methods themselves, the results also show an opportunity to further embed strategic work underway and communicate about the wider work of the Council.

Perceptions of customer satisfaction

- There have been improvements in how the Council is viewed in terms of whether it provides value for money and also whether the Council is efficiently running its services.
- However, as this is a key driver of engagement and has wider ramifications with the services being delivered this remains a key area for attention.

Areas to investigate further

- Employees' satisfaction with the recognition that they receive for doing a good job falls below the Local Government benchmark. Such feedback is often a key way to encourage and celebrate strong performance. It may be worth investigating what employees deem to be recognition and how this could be used effectively.
- Perceptions of development opportunities have declined over the past year; however within the current environment many organisations have seen budgets and resources for this cut. An area to investigate is assessing how employees' expectations and needs can be managed and matched up with what the Council is able to provide, whilst also meeting the future needs of the organisation.
- Incidences of unreasonable behaviour remain with 16% of employees reporting they had been subject to behaviour they would describe as bullying, harassment or discrimination from another colleague or manager. Levels are in line with that of last year. Of those who said they had experienced it, just 37% reported the incident. By conducting sensitive follow up investigations with staff, it may be possible to unpick these themes and better understand the effectiveness and appropriateness of reporting channels. The Council could then look to embed a zero tolerance culture to unreasonable behaviour.
- Satisfaction with benefits has fallen over the past year, it may be worth investigating whether this is a reflection of the current environment or perhaps a result of uncertainty about what is being offered.

6 Glossary

Directorates and subgroups within the Council as reported within this report.

Directorate	Subgroups included within Directorate
Adults, Health and Social Care	Commissioning, Quality and Performance Wellbeing and Social Care Older People and Disabilities Learning Disabilities and Mental Health
Children and Young People	Children's Social Care Family Support Services Children's Trust Learning Services
Economy and Environment	Highways and Engineering Regeneration Planning Housing and Environment
Safer and Stronger Communities	Neighbourhoods and Community Engagement Customer Services and Communication Cultural Services
Chief Executives/Deputy Chief Executives Office	Finance Democratic and Partnership Services Human Resources Business Change and Performance Management

7 Survey questions ranked by order

	Positive	Neutral	Negative
Section A: Your Job	65		
2. My job makes good use of my skills and abilities	82	8	9
3. I have opportunities to use my initiative within my job	85	9	6
4. I have confidence in using my initiative at the Council	71	18	11
5. My work gives me a feeling of personal achievement	75	15	10
6. I am clear about what I am expected to achieve in my job	77	13	9
7. Where I work I have the resources to complete my work effectively	63	17	20
8. I feel I have job security	13	22	64
9. I am satisfied with the recognition I receive for doing a good job	45	26	28
10. Where I work, we are committed to offering a 'value for money' service	76	18	6
Section B: Working Environment	69		
11. I am able to strike the right balance between my work and private life	70	15	15
12. I am comfortable with the amount of work I am expected to do	62	18	20
13. Health and Safety is taken seriously in this organisation	76	15	9
14. I am satisfied with my physical working conditions	72	16	12
15. Morale is good in my team	42	22	37
16. The people I work with co-operate to get the work done	83	11	6
17. I think the Council is committed to respecting individual differences (e.g. cultures, working styles, backgrounds, ideas)	72	20	8
18. I would feel able to report bullying/harassment without worrying it would have a negative impact on me	63	19	17
19. I believe action would be taken if I were to report bullying/harassment	62	24	14
20. In the last year, have you been subjected to behaviour you would describe as bullying, harassment or discrimination from another colleague/manager?	84 (No)		16 (Yes)
21. Did you report it?	37		63
22. Was action taken?	50		50
Section C: Learning and Development	68		
23. I believe I have the necessary skills and knowledge to do my job effectively	93	5	2
24. I have opportunities for personal development and growth within the Council	53	26	21
25. I am encouraged to develop new skills/knowledge	62	23	16
26. I receive regular and constructive feedback on my performance	56	23	21
	Yes	Not been here long enough	No

27. I have had a performance appraisal in the past 12 months	83	4	13
28. During my last performance appraisal, my manager helped me to focus on improving my performance	61	29	10
Section D: Communication	58		
29. I have enough information to do my job well	78	14	8
30. I am kept well informed about matters affecting me	52	23	25
31a. I believe the following communication methods are effective: Information provided by my manager	73	16	12
31b. I believe the following communication methods are effective: Information provided by colleagues	75	19	6
31c. I believe the following communication methods are effective: Council Publications (e.g. Calderdale Call and Your Call)	62	26	12
31d. I believe the following communication methods are effective: Leaflets	45	39	16
31e. I believe the following communication methods are effective: Trades Unions	32	44	24
31f. I believe the following communication methods are effective: Events	45	42	14
31g. I believe the following communication methods are effective: Local media (e.g. radio and newspapers)	37	45	18
31h. I believe the following communication methods are effective: Notice Boards	42	40	18
31i. I believe the following communication methods are effective: Intranet	71	22	7
31j. I believe the following communication methods are effective: Council Website	66	26	8
31k. I believe the following communication methods are effective: E Call	71	22	7
31l. I believe the following communication methods are effective: Team Briefings	66	20	14
	Yes, fully aware	Yes, I am aware but would like more information	No
32a. Are you aware of Grasp the Nettle	68	17	16
32b. Are you aware of Everyone different, Everyone matters	79	16	6
32c. Are you aware of Fresh Start	19	21	60
32d. Are you aware of the eight key outcomes (Economy and Enterprise, Environment, Safer and Stronger Communities, Healthier Communities, Older People, Children and Young People, Narrowing the Gap, and Use of Resources)	40	30	30
Section E: Pay and Benefits	47		
33. Considering my duties and responsibilities, I feel my pay is fair	46	18	36
34. I am satisfied with my total benefits package (e.g. pay, pension, flexible working, etc)	48	24	29
Section F: Line Management	78		
35. My line manager and I have a good working relationship	82	12	6
36. My line manager provides me with support when I need it	79	13	8
37. I provide my line manager with support when he/she needs it	90	9	1

38. My line manager helps me to be more effective in doing my job	67	22	11
39. My line manager treats me with respect	83	12	5
40. My line manager recognises and acknowledges when I have done a good job	73	18	9
41. I am confident my manager listens to my suggestions	72	18	10
Section G: Change Management	39		
42. The reasons behind changes are communicated effectively	41	28	31
43. When changes are made, they are usually for the better	21	43	36
44. I believe that change is implemented well in my service	30	37	33
45. Overall, the Council manages change effectively	20	42	37
46. During the work towards Better Working: Better Services, I feel I have been treated with dignity and respect	29	52	19
47. I was communicated with in a timely manner about Better Working: Better Services	25	48	27
48. During the Budget Review Consultation I feel I have been treated with dignity and respect	36	47	17
49. I was communicated with in a timely manner about the Budget Review.	45	38	17
50. I have the opportunity to contribute my views before changes are made which affect my job	44	33	24
51. I believe e-mail is an effective way of communicating change	49	24	27
52. I believe face to face meetings are an effective way of communicating change	92	7	1
Section H: Councillor/Management Leadership & Decision Making	33		
53. I understand the role of Councillors in the running of the Council	59	24	17
54. I believe Councillors provide effective leadership	15	49	36
55. I have confidence in the decisions made by Councillors	11	45	44
56. I understand the role of Group Directors and Heads of Service in the running of the Council	59	25	15
57. I believe Group Directors and Heads of Service provide effective leadership	29	43	28
58. I have confidence in the decisions made by Group Directors and Heads of Service	23	45	32
Section I: Customer Satisfaction	69		
59. I believe Calderdale Council treats its customers with respect and consideration	76	19	5
60. People in my team treat customers with respect and consideration	95	4	1
61. I feel people from different backgrounds get the same levels of service	81	12	7
62. I believe Calderdale Council provides value for money	54	34	13
63. I believe Calderdale Council runs its services efficiently	38	37	24
Section J: Perceptions of Calderdale Council	56		
64. It would take a lot to get me to leave this Council	52	27	21
65. I feel a strong sense of belonging to Calderdale Council	54	28	18
66. I feel committed to the success of the Council	77	18	6

67. I am proud to work for Calderdale Council	64	27	8
68. I am happy to speak positively about the Council with family, friends and others outside work	64	26	10
69. I believe that local people are satisfied with the services provided by the Council	34	42	24
70. I believe that local people are satisfied with the services provided by me	76	21	2
71. I believe that effective action will be taken in response to the findings of this survey	30	38	32

8 Questions ranked by most positive responses

	Positive	Neutral	Negative
60. People in my team treat customers with respect and consideration	95	4	1
23. I believe I have the necessary skills and knowledge to do my job effectively	93	5	2
52. I believe face to face meetings are an effective way of communicating change	92	7	1
37. I provide my line manager with support when he/she needs it	90	9	1
3. I have opportunities to use my initiative within my job	85	9	6
20. In the last year, have you been subjected to behaviour you would describe as bullying, harassment or discrimination from another colleague/manager?	84 (No)		16 (Yes)
27. I have had a performance appraisal in the past 12 months	83	4	13
16. The people I work with co-operate to get the work done	83	11	6
39. My line manager treats me with respect	83	12	5
2. My job makes good use of my skills and abilities	82	8	9
35. My line manager and I have a good working relationship	82	12	6
61. I feel people from different backgrounds get the same levels of service	81	12	7
32b. Are you aware of Everyone different, Everyone matters	79	16	6
36. My line manager provides me with support when I need it	79	13	8
29. I have enough information to do my job well	78	14	8
6. I am clear about what I am expected to achieve in my job	77	13	9
66. I feel committed to the success of the Council	77	18	6
70. I believe that local people are satisfied with the services provided by me	76	21	2
10. Where I work, we are committed to offering a 'value for money' service	76	18	6
13. Health and Safety is taken seriously in this organisation	76	15	9
59. I believe Calderdale Council treats its customers with respect and consideration	76	19	5
31b. I believe the following communication methods are effective: Information provided by colleagues	75	19	6
5. My work gives me a feeling of personal achievement	75	15	10
31a. I believe the following communication methods are effective: Information provided by my manager	73	16	12
40. My line manager recognises and acknowledges when I have done a good job	73	18	9
17. I think the Council is committed to respecting individual differences (e.g. cultures, working styles, backgrounds, ideas)	72	20	8
14. I am satisfied with my physical working conditions	72	16	12
41. I am confident my manager listens to my suggestions	72	18	10
4. I have confidence in using my initiative at the Council	71	18	11
31i. I believe the following communication methods are effective: Intranet	71	22	7
31k. I believe the following communication methods are effective: E Call	71	22	7

11. I am able to strike the right balance between my work and private life	70	15	15
32a. Are you aware of Grasp the Nettle	68	17	16
38. My line manager helps me to be more effective in doing my job	67	22	11
31j. I believe the following communication methods are effective: Council Website	66	26	8
31l. I believe the following communication methods are effective: Team Briefings	66	20	14
67. I am proud to work for Calderdale Council	64	27	8
68. I am happy to speak positively about the Council with family, friends and others outside work	64	26	10
18. I would feel able to report bullying/harassment without worrying it would have a negative impact on me	63	19	17
7. Where I work I have the resources to complete my work effectively	63	17	20
31c. I believe the following communication methods are effective: Council Publications (e.g. Calderdale Call and Your Call)	62	26	12
19. I believe action would be taken if I were to report bullying/harassment	62	24	14
12. I am comfortable with the amount of work I am expected to do	62	18	20
25. I am encouraged to develop new skills/knowledge	62	23	16
28. During my last performance appraisal, my manager helped me to focus on improving my performance	61	29	10
56. I understand the role of Group Directors and Heads of Service in the running of the Council	59	25	15
53. I understand the role of Councillors in the running of the Council	59	24	17
26. I receive regular and constructive feedback on my performance	56	23	21
65. I feel a strong sense of belonging to Calderdale Council	54	28	18
62. I believe Calderdale Council provides value for money	54	34	13
24. I have opportunities for personal development and growth within the Council	53	26	21
64. It would take a lot to get me to leave this Council	52	27	21
30. I am kept well informed about matters affecting me	52	23	25
22. Was action taken?	50		50
51. I believe e-mail is an effective way of communicating change	49	24	27
34. I am satisfied with my total benefits package (e.g. pay, pension, flexible working, etc)	48	24	29
33. Considering my duties and responsibilities, I feel my pay is fair	46	18	36
9. I am satisfied with the recognition I receive for doing a good job	45	26	28
31d. I believe the following communication methods are effective: Leaflets	45	39	16
49. I was communicated with in a timely manner about the Budget Review.	45	38	17
31f. I believe the following communication methods are effective: Events	45	42	14
50. I have the opportunity to contribute my views before changes are made which affect my job	44	33	24
15. Morale is good in my team	42	22	37
31h. I believe the following communication methods are effective: Notice Boards	42	40	18
42. The reasons behind changes are communicated effectively	41	28	31

32d. Are you aware of the eight key outcomes (Economy and Enterprise, Environment, Safer and Stronger Communities, Healthier Communities, Older People, Children and Young People, Narrowing the Gap, and Use of Resources)	40	30	30
63. I believe Calderdale Council runs its services efficiently	38	37	24
31g. I believe the following communication methods are effective: Local media (e.g. radio and newspapers)	37	45	18
21. Did you report it?	37		63
48. During the Budget Review Consultation I feel I have been treated with dignity and respect	36	47	17
69. I believe that local people are satisfied with the services provided by the Council	34	42	24
31e. I believe the following communication methods are effective: Trades Unions	32	44	24
44. I believe that change is implemented well in my service	30	37	33
71. I believe that effective action will be taken in response to the findings of this survey	30	38	32
46. During the work towards Better Working: Better Services, I feel I have been treated with dignity and respect	29	52	19
57. I believe Group Directors and Heads of Service provide effective leadership	29	43	28
47. I was communicated with in a timely manner about Better Working: Better Services	25	48	27
58. I have confidence in the decisions made by Group Directors and Heads of Service	23	45	32
43. When changes are made, they are usually for the better	21	43	36
45. Overall, the Council manages change effectively	20	42	37
32c. Are you aware of Fresh Start	19	21	60
54. I believe Councillors provide effective leadership	15	49	36
8. I feel I have job security	13	22	64
55. I have confidence in the decisions made by Councillors	11	45	44