
EMPLOYEE SURVEY RESULTS – 2018

Purpose of Report

1. To present the results of the Employee Survey 2018.

Summary

2. All employees, including casuals but excluding schools, were invited to complete the survey between 6 February and 18 April 2018, via either survey monkey or in hard copy format.
3. The last full Employee Survey to measure employee opinion was conducted in 2014. Since then, the Council has experienced several major changes to the structure, strategic approach, priorities and culture.
4. Comparisons have been made between the 2018 and 2014 survey where applicable and it is pleasing to report a positive direction of travel for all themes.
5. Team level results have been shared with employees on a cascaded basis from heads of service and focus groups have taken place. Teams have been invited to make five suggestions for improvements or change based on their results.

Recommendation

6. It is recommended that Members note the employee survey results and the next phase of progressing the results and outcome of the workforce's views.

Paul Wildsmith
Managing Director

Background Papers

There was no background papers used in the preparation of this report.

S17 Crime and Disorder	This report has no implications for Crime and Disorder
Health and Well Being	This report notes the services provided to staff improve their health and wellbeing.
Carbon Impact	There are no issues which this report needs to address.
Diversity	There are no issues relating to diversity which this report needs to address
Wards Affected	The impact of the report on any individual Ward is considered to be minimal.
Groups Affected	The impact of the report on any individual Group is considered to be minimal.
Budget and Policy Framework	This report does not represent a change to the budget and policy framework.
Key Decision	This is not a key decision.
Urgent Decision	This is not an urgent decision
One Darlington: Perfectly Placed	Action detailed in the report supports the Healthy Darlington aspect of the SCS relating to our workforce.
Efficiency	Suggestions generated from managers and employees as part of the focus groups and other engagement exercises assists with morale which in turn assists with productivity/efficiency and a healthier workforce.
Impact on Looked After Children and Care Leavers	There is no impact on Looked After Children or Care Leavers

MAIN REPORT

Information

7. The last full Employee Survey to measure employee opinion was conducted in 2014. Since then the Council has experienced several major changes to the structure, strategic approach, priorities and culture.
8. Comparisons can be made with the 2014 survey responses. Whilst seven questions have been slightly amended, there is no impact for comparison purposes. There were four new questions added and one question removed as it added no value. The new questions are within the Values theme and relate to equalities and health and safety.

Response Rate

9. 673 of 1907 employees completed the survey, representing a 35.29% return rate. Whilst this figure is higher than the rate for the 2014 Employee Survey; 555 responses and a return rate of 27%, it is acknowledged improvement can be made and every effort will be made to increase the rate next time.
10. Approximately, 100 further surveys were commenced online but no questions answered, these have been excluded. All hard copy surveys returned, including those with part completed questions, have been included.
11. Completed surveys by Service Group are as follows;
 - (a) Neighbourhood Services and Resources, 329 returns out of 981 representing a 33.6% return
 - (b) Economic Growth, 77 returns out of 248 representing a 31% return
 - (c) Children's and Adults, 266 returns out of 678 representing a 39.2% return
 - (d) Declined to answer which service group, 1 return

Survey Results

12. The survey consisted of 51 questions which were grouped in the following themes:
 - (a) Leadership
 - (b) Change
 - (c) Values
 - (d) Communication
 - (e) Health and Wellbeing
13. Survey results are presented following these themes. Where there is a comparable question between the 2014 and 2018 Employee Survey's, this year's result has been rated as higher, or lower than the previous outturn to show the direction of travel.
14. Where the wording of a question has changed slightly, it is indicated with an 'R' for 'reworded'. A summary of all results and comparison with the 2014 Survey can be viewed in **Appendix 1**.
15. Results are shown as % agree (including strongly agree and agree) or % disagree (including strongly disagree and disagree) with each statement. This year the 'neither agree nor disagree' response was not an option. As they were included in the 2014 Survey, this may have an impact on some comparisons.
16. Responses are shaded to indicate levels of agreement as follows;

75% or above agree
Between 50% and 75% agree
Between 25% and 50% agree
Less than 25% agree

17. The 2018 survey, shows that all 51 survey questions had 50% or above agreement level across all questions and all have undertaken a positive direction of travel with percentages increasing across the board.

Results by Theme

18. Results by theme are all positive and show an improvement in excess of 10%;

Theme	Leadership	Change	Values	Communication	Health & WB
2014	74.7%	53.2%	72%	56.7%	62.8%
2018	86.6%	73.4%	88.2%	77.8%	82%
Improvement	11.9% ↑	20.2% ↑	16.2% ↑	21.1% ↑	19.2% ↑

19. The themes of the survey also align with many of the themes of Workforce Strategy and the Workforce Plan. **Appendix 2** provides a summary of the employee survey questions against the relevant Workforce Plan themes. It is pleasing to report that these show a healthy contribute to the overall monitoring of the Workforce Strategy.

Leadership

20. All responses were positive in this theme, ranging from 77% to 93% agreement and comparisons have all improved from the 2014 survey shown in *Table 1* below. There is an overall improvement of 12% in this theme.
21. This would seem to indicate that managers are setting clear objectives and targets and giving regular feedback with regard to progress via the Councils' PDR and 1:1 process. This is reflective in the increase of completed PDR's for 2017/18 against 2016/17 moving from 75% to 87%.
22. It is also very positive to note that responses also recognise that managers make time for staff (93% and 81%), offer support in stressful situations (87%) and listen and respond to their views and suggestions (89%) which were all seen to be key factors in employee recognition and appreciation by the productivity exercises held in 2016/17.
23. Since the last survey in 2014, the revised workforce strategy (WFS) has been implemented. The WFS work stream of '*Good Leadership and Management*' was influenced and developed from the focus groups following the 2014 survey and productivity exercises in 2016. The PDR process and competencies were refreshed and managers and employees are reporting in favour of the improvements made; including the refresh of the PDR forms and the introduction of coaching style questions. The new Flexi Scheme and Agile Working policy have also been introduced and many employees are able to take advantage of technology to assist them work more efficiency, especially when working out of the office/off site which has allowed managers to respond more timely to employees.

24. The manager's programme has also grown in strength since 2014. The programme models good behaviours as well as up-skilling managers to understand relevant HR, Finance, Governance and Health and Safety processes and responsibilities. The modules are also proving to be a positive platform and forum to discuss and share good practice in a confidential and 'safe' environment. Most of the subjects have a link to Leadership and is potentially reflected in the positive survey results.
25. There are also 14 managers undertaking a Leadership and Management Level 5 Apprenticeship alongside their substantive roles, a third cohort is due to commence in September.

Table 1

Leadership		2014 % Agree	2018 % Agree	+ or - on Prev
4	My manager listens and responds to my views and suggestions	79.3	89.3	+10.0
5	My manager lets me know what is expected of me	83.0	92.3	+9.2
6	My manager regularly tells me how I am doing	65.4	77.4	+12.0
7	My manager makes time available when needed	81.5	92.6	+11.0
8	Senior Managers make time for me when needed	63.7	81.0	+17.3
9	I receive support from my manager in stressful situations	74.8	86.8	+12.0
	TOTAL	74.6	86.6	+11.9

*% results for the purpose of this table have been rounded, this may lead to some slight differences on '+ or - on Prev' column.

Change

26. The Council continues to face levels of change and uncertainty resulting from continued Government spending reductions and the uncertainty of Brexit. It is not surprising that we have had mixed results with regard to levels of agreement for how well change is managed, although all areas have improved from the 2014 survey as shown in *Table 2* below.
27. A high percentage of employees (93%) confirm that they understand why the Council needs to change, how these changes may impact on them (80%) and that they believe that the Council is committed to providing effective services (87%). In contrast less agreed (61%) that they were well informed about changes, felt well supported through them (61%) and that the Council manages change effectively (66%).
28. Change and resilience was a key area picked up in the last survey and two Resilience sessions have run on a quarterly basis for managers and employees since 2014. These are still well attended and positive feedback received. Team sessions on stress and change management have also been offered where requested.
29. It is also worth noting that although, over 89% of respondents confirmed that their manager listens/responds to their views and suggestions (Q4), less felt (61%) that this was true of the Council.

30. With regard to employee views on Darlington as a Community/Town 77% of the employees felt hopeful and positive although, slightly less (75%), felt similar about the Council. It is however, positive to report that almost 88% of employees feel proud to work for the Council (Q32). This is a notable 24.3% higher than the response in 2014.
31. What is included as 'the Council' in this question may be taken differently by different individuals. The 'Council' could be viewed as Chief Officers or the Council as a figure in the wider community; especially as the 66% of employees are also residents of the Borough.

Table 2

	Change	2014 % Agree	2018 % Agree	+ or - on Prev.
10 R	I believe the Council is committed to providing effective services to the residents of Darlington	71.1	87.2	+16.1
11	I understand why the Council needs to change	86.3	92.6	+6.3
12	I understand how changes being made may impact on my job	76.3	80.4	+4.1
13	I feel well informed about proposed changes across the Council	50.4	60.6	+10.2
14	I feel well supported through the changes being made	40.2	60.8	+20.6
15	The Council listens and responds to views and suggestions of staff	23.0	60.8	+37.7
16	The Council manages change effectively	31.7	66.0	+34.2
17	I am hopeful and positive about Darlington as a Community/Town	52.6	77.3	+24.7
18	I am hopeful and positive about Darlington Borough Council	47.0	74.7	+27.8
	TOTAL	53.2	73.4	+20.2

*% results for the purpose of this table have been rounded, this may lead to some slight differences on '+ or - on Prev' column.

Values

32. Four new questions have been included in the 2018 survey within this theme, therefore, no comparison is available. These questions are indicated with an 'N' next to the question number for the purpose of this report.
33. There were high levels of positivity reported in the Values theme which would suggest that employees at all levels are working within the standards outlined in the Values Framework. Only two out of the 18 questions had less than 75% agreement levels.
34. Employees confirm that they know where to get support to do their jobs well (91%), feel supported in the workplace by colleagues and managers (91% and 84%) and that they value this support (95% and 89%). It is also positive to note employees feel that their work is valued (81%) and that they feel trusted to do their jobs (94%).
35. 91% of employees also confirmed that they are treated with respect by colleagues and that their team works well with other teams/partners (89%). In comparison less felt that there was the same focus on teamwork across the Council and partners (74%) and a focus on learning from good practice (72%). Although, on a positive

note this is an improvement for these questions from the 2014 survey as shown in Table 3 below (+15% and +28%).

36. Questions 33 and 35 give an insight into employees understanding their responsibilities for Health and Safety at work (99%) and ensuring Equality and Fairness (99%). Questions 34 and 36 explore how seriously employees feel that the Council takes these two areas; both have resulted in very positive responses in terms of seriousness (93% each). This is pleasing to report as there has been invested time on implementing the Dignity and Respect policy, the Values Framework and Equality and Diversity policy in recent years. The managers' programme has also been under-pinned by the Values framework which has strong connections to equalities and fairness. Work is also underway to roll out the new Equality Policy which replaces the Equality Scheme and further training is currently being explored for all employees and will hopefully reinforce and update understanding and awareness.
37. The Health and Safety questions (35 and 36) mirror the positive response from the Health and Safety Culture Survey undertaken in January 2017 and reinforce that managers and employees understand health and safety and addressing and preventing health and safety issues is in the forefront of minds. This is also evident and links with a reduction in reportable accidents over recent years (15/16 and 16/17 the Council reported 13 cases in each year, 2017/18 this is reduced to 8)

Table 3

	Values	2014 % Agree	2018 % Agree	+ or - on Prev
19	I feel that there is a focus on learning from good practice within the Council	44.6	72.2	+27.6
20	I feel that there is a focus on team work and co-operation across the Council and/or with partners	58.9	73.7	+14.8
21	My team works well with other teams across the Council and/or with partners	79.8	89.0	+9.2
22	I feel that I am treated with respect by my work colleagues	83.7	91.4	+7.7
23	I feel that my work is valued	65.9	80.7	+14.8
24	Overall, I am satisfied with the recognition I get for doing a good job	56.5	77.3	+20.7
25	I feel trusted to get on with my job	86.5	94.2	+7.7
26	I feel that I am able to suggest new ways of doing things	73.9	85.4	+11.5
27	I know where to get the support I need to do my job well	80.0	91.2	+11.2
28	I value the support I get from colleagues	88.3	95.4	+7.1
29	I feel that I get enough support from colleagues	79.6	90.9	+11.4
30	I value the support that I get from managers	72.8	89.2	+16.3
31	I feel that I get enough support from my line manager	73.7	84.2	+10.6
32	I am proud to work for Darlington Borough Council	63.5	87.8	+24.3
33 N	I understand my responsibilities as a member of staff about ensuring equality and fairness	N/A	99.3	N/A
34 N	I feel the council takes equalities issues seriously	N/A	93.0	N/A
35 N	I understand my responsibilities in regard to health and safety at work	N/A	99.3	N/A
36 N	I feel the council takes Health and Safety issues seriously	N/A	93.0	N/A
	TOTAL	72.0	88.2	+16.2

*% results for the purpose of this table have been rounded, this may lead to some slight differences on '+ or - on Prev' column.

Communication

38. Responses in this theme were again all positive and above 70% with good consistent improvement on the 2014 Survey results as shown in *Table 4* below.
39. 79% of respondents reported feeling well informed on Council issues. It should also be noted that many of the questions reported on in the 'Change' theme also relate to communication, as responses related to how well informed employees feel with regard to changes taking place across the Council, their understanding of why this needs to happen and the impact on their job. All such responses had high levels of agreement (see Change).
40. In addition, employees confirming that they have regular team meetings have improved since the last survey (+18%) and that more time is spent discussing Council wide issues (+25%).

Table 4

Communication		2014 % Agree	2018 % Agree	+ or - on Prev
37	I feel well informed about Council issues	57.8	78.5	+20.6
38 R	I have had a team meeting, briefing or 1:1 in the past month	66.1	84.1	+18.0
39 R	At team meetings, briefings or 1:1s my manager talks about Council wide issues	46.3	70.9	+24.6
	TOTAL	56.7	77.8	+21.1

*% results for the purpose of this table have been rounded, this may lead to some slight differences on '+ or - on Prev' column.

Health and Wellbeing

41. Questions in this theme are reflective of key themes covered by the HSE Management Standards. All responses are 50% or above positivity, with only 4 questions responses falling less than 75%.
42. Overall results are positive with employees reporting that they have some say in how their job is done (88%), are clear about their role and responsibilities (93%), that teams work well together (90%) and employees have a good understanding of the roles of others (93%). In addition, it is positive to report that 86% of respondents felt that they have sufficient training development and guidance to do their job and 79% are using their skills to full effect.
43. 74% of employees reported that they are not affected by conflict in their team. It is encouraging to see that 94% do not feel that they are bullied and harassed at work; although, the survey results are anonymous, heads of service are picking up on this aspect of the survey as part of team discussions and reinforcing the support available. These conversations must also be mindful that bullying and harassment is not misinterpreted for management style and being managed as the definition of bullying and harassment is based on an employee's perception which can differ. Notwithstanding this, the Council has a zero tolerance policy to harassment and bullying and an investigation will be undertaken where raised.

44. 85% of the respondents reported that the Council and their service supports their Health and Wellbeing and 81% of employees felt that they have a healthy 'work life balance' which compares favourably to the average of 61% for the 2014 survey (*Table 5 below*).
45. With regard to time management, 56% of employees reported that they do not feel that they have to rush work to meet deadlines. This also means that 44% feel that they have to rush to meet deadlines. This topic is often raised as part of the managers programme discussions and was raised as part of the productivity sessions held in 2017. It is important that managers help to reinforce and support employees with deadlines and encourage employees to communicate concerns.
46. As an employer, we need to be mindful of our current stress absence and stress/mental health in the workplace. The 2017/18 absence outturn on stress was nearly 29% of all absence, (26% in 2016/17) of which 35% (47.7% in 2016/17) was declared work related.
47. More positively; 72% reported that they can do what they need to in their contractual hours, 79% feel that their workload is manageable, whilst 74% of employees reported taking the breaks they are entitled to. These figures do however, need a 'watching brief' as between 20% and 27% of employees are reporting workload pressures.

Table 5

% results for the purpose of this table have been rounded, this may lead to some slight differences on '+ or - on Prev' column.

*these questions have been asked in the negative, in order to keep analysis consistent the responses have been flipped

	Health and Wellbeing	2014 % Agree / Positive	2018 % Agree	+ or - on Prev.
40 R	The Council supports my health and well-being	45.7	85.3	+39.6
41 R	My Service supports my health and well-being	43.3	84.5	+41.3
42 R	I have had sufficient training/ development/ guidance to do my job	70.9	86.0	+15.2
43	I am able to have some say about how my job is done	77.6	87.5	+9.9
44	I feel I am using the skills I have to full effect	64.3	79.2	+14.8
45	I take the breaks I am entitled to at work	63.5	74.1	+10.7
46	I feel that I have a healthy work-life balance	61.1	81.0	+19.9
47	*I am not affected by conflict in my team	56.5	74.3	+17.8
48 R	*I feel I am not bullied and harassment at work	86.5	93.6	+7.1
49	I feel my team work well together	79.6	89.7	+10.2
50	I am clear about my role and responsibilities at work	79.8	92.7	+12.9
51	I understand others role(s) in my team	79.3	93.3	+14.0
52	I can do what I believe I need to get done in my contractual hours	50.4	72.7	+22.2
53	Despite being busy, I feel that my workload is manageable	55.4	79.3	+23.9
54	*I do not feel that I have to rush work in order to deliver within specified deadlines	28.3	56.3	+28.1
	TOTAL	62.8	82.0	+19.2

Other Recent Comments from Former Employees

48. As part of monitoring our employer brand and profile it is often useful to see what former employees share about working for the Council. Exit surveys are one form of feedback which is between the manager and departing employee. Another is via web sites such as Glassdoor and Indeed which are the 'Trip Advisers' of workplaces and a common reference point for applicants to gain insight into a business's culture. Interestingly, during the time of the survey there has been 3 reports posted on Indeed. As these are public posts these can be shared.

Great place to be 5/5 Stars

Housing Options Officer (Former Employee) – Darlington, Durham – 30 April 2018

Good team members and management structure. Flexi time in place and close to all local amenities that are expected. Staff all very supportive and approachable.

Enjoyed every minute 4/5 Stars

INFORMATION REFERRAL OFFICER (Former Employee) – Darlington, Durham – 22 April 2018

This was a job with many features. It was also a job which involved dealing with difficult issues in a limited time frame. Typical day attending meetings/taking minutes/filing/typing/answering the phone/visiting care homes/training. I learnt so much about care in the community and the measures in place when the care goes wrong. Management were supportive under difficult and busy circumstances. Workplace culture was not the best but there were so many cuts going on everyone was worried for their job. Hardest part of the job - there wasn't one. Most enjoyable part was the collaboration.

Pros

Collaborative environment

Cons

Frustration in not being able to do enough

Mash worker 4/5 Stars

MASH worker (Former Employee) – Darlington, Durham – 8 February 2018

I have worked for Darlington County council. It is a respectful council. Managers speak to staff well and the teams within Darlington are well supported.

Pros

Nice canteen

Cons

you can get lost when new – it's a big building

49. It is pleasing to report that there are many more positive postings. A few are less positive; however, there are only four of 31 reviews scoring the Council less than 4 stars overall. As at 10th May the Council's overall rating based on 31 reviews is 4.3 out of 5. This is a figure to be proud of.

Overall rating 4.3 Based on 31 reviews		Ratings by category	
5 stars	17	4.4	Work/Life Balance
4 stars	10	3.9	Salary/Benefits
3 stars	2	3.5	Job Security/Advancement
2 stars	1	4.1	Management
1 stars	1	4.3	Culture

Summary

50. Overall results for the 2018 Employee Survey are positive and where it has been possible to compare results with the 2014 survey, every area has improved.

51. Results for **Leadership, Values and Communication** appear to reflect the themes of the Workforce Strategy positively. There appears to be effective communication between employees and managers, this is a key factor in motivation and is demonstrated as part of day-to-day good management and leadership practice across all groups.
52. It is positive to note that managers are promoting a working environment in which employees feel trusted and empowered to do their job and that the vast majority of employees report that they are treated with respect in the workplace.
53. This is reflected by the total agree/positive percentage rate for the **Values** theme being the strongest in 2018 at 88%.
54. The most improved theme between the two surveys is **Communication**, with an overall improvement on 21% across all questions.
55. It is acknowledged that results with regard to **Change** are all over 50%, ranging from 61% to 93%, this may reflect the scale and pace of change being experienced. This is evidenced via the agreement levels with regard to feeling supported (61%) and the Council managing change effectively (66%).
56. With regard to **Health and Wellbeing**, many results are positive within this theme compared to the 2014 survey. The theme has shown the greatest individual question improvements (Q40 and Q41). Employees are reporting that the Council and their services support their health and wellbeing to a greater extent than in 2014 with increases of 40% and 41%.
57. There have been many employee wellbeing initiatives undertaken over the last three years, including health checks, flu vaccination programmes, office fitness, sleep clinics, mental health awareness, dementia friends and alcohol awareness to name a few. These, along with other health related promotions may have had a positive impact.

Next Steps

58. The results of this survey and the 2017/18 absence outturn would suggest that there needs to be consideration of specific well-being survey which touches on wider questions of the HSE stress toolkit. There is evidence that employees are under pressure and this is having an impact on their health and wellbeing. The Council's duty of care associated with stress cannot ignore the findings of the survey, however, care needs to be taken to manage expectations with managers and employees on additional resources, responsibilities and support available. A well-being survey is currently being prepared and employees will be invited to complete in October/November 2018.

59. The survey results have been communicated to Heads of Service/Senior Managers Network and the Managing Director has referenced the results in his recent welcome roadshows. Assistant Directors and Heads of Service (HoS) have also facilitated discussions to make 5 team suggestions for improvement or change based on the results of their service(s).
60. The idea of the suggestions is not about major changes but could be modelling good practice and taking lunch breaks away from desks, wellbeing events in the team, sticking to team meeting dates set and discussing Council wide issues. Other ideas may include considering alternative ways to sharing learning within the team/wider teams or communicating in different ways.
61. Two employee focus groups ran in August which invited discussion on the Council wide results. There was some positive comments that arose from the discussions.
62. The next full survey will be undertaken in 2020, and progressed on a biennial basis thereafter.
63. In between surveys it is important that employee insight is maintained and we have a 'continuous listening' approach which promotes feedback. It is evident that this is growing with the introduction of new format PDR's, managers are more visible for team meetings and 121's and introduction of 'You're a Star'.
64. Insight on a corporate basis is however, useful and it is proposed that smaller benchmark surveys should be carried out periodically to test the waters and gain employee feedback. For example, focus groups, quick polls to staff on a morning as they enter the buildings with 'for and against' options or 'views on....' and surveys with quick questions on email system/polls sent out on the briefing. The advantage of these methods is that they are quick to administer and can achieve instant results, they can also target the whole workforce or specific buildings/staff groups/service groups and results can be fed back quickly too.

Helen Whiting – HR Manager : Extension 5469

Employee Survey Results 2018

Leadership		2014 % Agree	2018 % Agree	+ or - on Prev
4	My manager listens and responds to my views and suggestions	79.3	89.3	+10.0
5	My manager lets me know what is expected of me	83.0	92.3	+9.2
6	My manager regularly tells me how I am doing	65.4	77.4	+12.0
7	My manager makes time available when needed	81.5	92.6	+11.0
8	Senior Managers make time for me when needed	63.7	81.0	+17.3
9	I receive support from my manager in stressful situations	74.8	86.8	+12.0
	TOTAL	74.6	86.6	+11.9

Change		2014 % Agree	2018 % Agree	+ or - on Prev.
10 R	I believe the Council is committed to providing effective services to the residents of Darlington	71.1	87.2	+16.1
11	I understand why the Council needs to change	86.3	92.6	+6.3
12	I understand how changes being made may impact on my job	76.3	80.4	+4.1
13	I feel well informed about proposed changes across the Council	50.4	60.6	+10.2
14	I feel well supported through the changes being made	40.2	60.8	+20.6
15	The Council listens and responds to views and suggestions of staff	23.0	60.8	+37.7
16	The Council manages change effectively	31.7	66.0	+34.2
17	I am hopeful and positive about Darlington as a Community/Town	52.6	77.3	+24.7
18	I am hopeful and positive about Darlington Borough Council	47.0	74.7	+27.8
	TOTAL	53.2	73.4	+20.2

Values		2014 % Agree	2018 % Agree	+ or - on Prev
19	I feel that there is a focus on learning from good practice within the Council	44.6	72.2	+27.6
20	I feel that there is a focus on team work and co-operation across the Council and/or with partners	58.9	73.7	+14.8
21	My team works well with other teams across the Council and/or with partners	79.8	89.0	+9.2
22	I feel that I am treated with respect by my work colleagues	83.7	91.4	+7.7
23	I feel that my work is valued	65.9	80.7	+14.8
24	Overall, I am satisfied with the recognition I get for doing a good job	56.5	77.3	+20.7
25	I feel trusted to get on with my job	86.5	94.2	+7.7
26	I feel that I am able to suggest new ways of doing things	73.9	85.4	+11.5
27	I know where to get the support I need to do my job well	80.0	91.2	+11.2
28	I value the support I get from colleagues	88.3	95.4	+7.1
29	I feel that I get enough support from colleagues	79.6	90.9	+11.4
30	I value the support that I get from managers	72.8	89.2	+16.3
31	I feel that I get enough support from my line manager	73.7	84.2	+10.6
32	I am proud to work for Darlington Borough Council	63.5	87.8	+24.3
33 N	I understand my responsibilities as a member of staff about ensuring equality and fairness	N/A	99.3	N/A

Values		2014 % Agree	2018 % Agree	+ or - on Prev
34 N	I feel the council takes equalities issues seriously	N/A	93.0	N/A
35 N	I understand my responsibilities in regard to health and safety at work	N/A	99.3	N/A
36 N	I feel the council takes Health and Safety issues seriously	N/A	93.0	N/A
	TOTAL	72.0	88.2	+16.2

Communication		2014 % Agree	2018 % Agree	+ or - on Prev
37	I feel well informed about Council issues	57.8	78.5	+20.6
38 R	I have had a team meeting, briefing or 1:1 in the past month	66.1	84.1	+18.0
39 R	At team meetings, briefings or 1:1s my manager talks about Council wide issues	46.3	70.9	+24.6
	TOTAL	56.7	77.8	+21.1

Health and Wellbeing		2014 % Agree / Positive	2018 % Agree	+ or - on Prev.
40 R	The Council supports my health and well-being	45.7	85.3	+39.6
41 R	My Service supports my health and well-being	43.3	84.5	+41.3
42 R	I have had sufficient training/ development/ guidance to do my job	70.9	86.0	+15.2
43	I am able to have some say about how my job is done	77.6	87.5	+9.9
44	I feel I am using the skills I have to full effect	64.3	79.2	+14.8
45	I take the breaks I am entitled to at work	63.5	74.1	+10.7
46	I feel that I have a healthy work-life balance	61.1	81.0	+19.9
47	*I am not affected by conflict in my team	56.5	74.3	+17.8
48 R	*I feel I am not bullied and harassment at work	86.5	93.6	+7.1
49	I feel my team work well together	79.6	89.7	+10.2
50	I am clear about my role and responsibilities at work	79.8	92.7	+12.9
51	I understand others role(s) in my team	79.3	93.3	+14.0
52	I can do what I believe I need to get done in my contractual hours	50.4	72.7	+22.2
53	Despite being busy, I feel that my workload is manageable	55.4	79.3	+23.9
54	*I do not feel that I have to rush work in order to deliver within specified deadlines	28.3	56.3	+28.1
	TOTAL	62.8	82.0	+19.2

Workforce Strategy Themes and Employee Survey Questions

The following shows the linkages of the employee survey questions and some of the themes of the Workforce Strategy.

Workforce Strategy Themes	Employee Survey Questions and Positivity Responses	
<p>Good Leadership & Management</p> <ul style="list-style-type: none"> • Good Leadership skills clearly demonstrated • Future leaders identified and talent developed • Employees feel empowered, valued and proud to work for Council • Fewer capability/performance processes required • Change is managed effectively 	Question	Positivity
	Q4 – My manager listens and responds to my views and suggestions	89.3%
	Q5 – My manager lets me know what is expected of me	92.3%
	Q6 – My manager regularly tells me how I am doing	77.4%
	Q7 – My manager makes time available when needed	92.6%
	Q8 – Senior Managers make time for me when needed	81.0%
	Q9 – I receive the support from my manager in stressful situations	86.8%
	Q11 – I understand why the Council needs to change	92.6%
	Q12 – I understand how changes being made may impact on my job	80.4%
	Q13 – I feel well informed about proposed changes across the Council	60.6%

Workforce Strategy Themes	Employee Survey Questions and Positivity Responses	
	Q14 – I feel well supported through the changes being made	60.8%
	Q16 – the Council manages change effectively	66.0%
	Q37 – I feel well informed about Council issues	78.5%
	Q38 – I have had a team meeting, briefing or 121 in the past month	84.1%
Skills, Behaviours & Workforce Capacity <ul style="list-style-type: none"> • Outcomes for learning & development maximised and linked to priorities • Individual performance is demonstrable improved through skills • Conditions are known and evidenced 	Q19 – I feel there is a focus on learning from good practice within the Council	72.2%
	Q20 – I feel that there is a focus on team work and co-operation across the Council and/or with partners	73.7%
	Q23 – I feel that my work is valued	80.7%
	Q33 – I understand my responsibilities as a members of staff about ensuing equality and fairness	99.3%
	Q35 I understand my responsibilities in regard to health and safety	99.3%
	Q42 – I have had sufficient training/development and guidance to do my job	86.0%
	Q44 – I feel I am using the skills I have to full effect	79.2%

Workforce Strategy Themes	Employee Survey Questions and Positivity Responses	
<p>Innovation and Creativity</p> <ul style="list-style-type: none"> • Smarter ways of working implemented • Managers share best practice • Employees feel their ideas are shared contribute • Culture to review and challenge for all available 	Q15 – The Council listens and responds to views and suggestions of staff	60.8%
	Q24 – Overall, I am satisfied with the recognition I get for doing a good job	77.3%
	Q26 – I feel that I am able to suggest new ways of doing things	85.4%
	Q27 – I know where to get the support I need to do my job well	91.2%
<p>Wellbeing & Engagement to Promote & Maintain Safe and Healthy Workforce</p> <ul style="list-style-type: none"> • Reduced sickness absence and a more resilient workforce • Reduced lost time in accidents at work • Healthy workforce, reduced sickness • Greater awareness of flexible working to assist employees and services • Proactive culture to report and action H&S issues 	Q40 – the Council supports my health and wellbeing	85.3%
	Q41 – my service supports my health and wellbeing	84.5%
	Q46 – I feel that I have a healthy work-life balance	81.0%
<p>Performance and Change</p>	Q50- I am clear about my role and responsibilities at work	92.7%

Workforce Strategy Themes	Employee Survey Questions and Positivity Responses	
<ul style="list-style-type: none"> • Council ambitions and own priorities understood • Change is communicated well and it is understood • Good variety of opportunities to communicate ideas 	Q51 – I understand others roles in my team	93.3%
	Q15 – The Council listens and responds to views and suggestions of staff	60.8%
	Q16 – the Council manages change effectively	66.0%
	Q17 – I am hopeful and positive about Darlington as a Community/Town	77.3%
	Q18 – I am hopeful and positive about Darlington Borough Council	74.7%
	Q26 – I feel that I am able to suggest new ways of doing things	85.4%