

Agenda Item No: 6

Report No: 71/16

Report Title: Staff Survey 2016

Report To: Employment Committee

Date: 13 June 2016

Cabinet Member: Councillor Elayne Merry

Ward(s) Affected: All

Report By: Becky Cooke

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Purpose of Report:

To update the Employment Committee regarding the results from the Annual Staff Survey completed in October/November 2015.

1 Officers Recommendation(s):

To note the broad headlines of the Survey results.

To agree to receive a further report at the next meeting which will update on areas of similarity and difference compared to the results of a recent Eastbourne Borough Council (EBC) Staff Survey, along with a Joint Action Plan to harness areas of good practice and address areas of concern.

2 Reasons for Recommendations

The Committee has historically been interested in seeing the results of the LDC Staff Survey.

EBC's most recent Survey (undertaken in February/March 2016) provides us with an excellent opportunity to compare and contrast results with our Lewes Survey to help inform cultural changes required in both organisations through the Joint Transformation Programme.

3 Information

The data gathered from the staff survey is presented as background papers. This information was collated by officers from HR and the Business Strategy and Performance team. It was discussed by LDC CMT in early January 2016 prior to being circulated to eCMT (extended CMT) for their information.

In the meantime, EBC launched their 2016 Staff Survey in February/March 2016 using the LDC format and questions as a basic template. The results have now been analysed and our new Shared Chief Executive, Robert Cottrill, has expressed a desire to understand where there are notable similarities and differences in responses for similar questions between LDC and EBC.

This 'compare and contrast' analysis will be considered by members of the LDC and EBC CMTs over the coming weeks and it is proposed that a further report is considered by Employment Committee which will detail the results of the analysis and the resulting Joint Action Plan.

The attached report shows some headline data from the results of the LDC Staff Survey:

- *212 people responded to the survey. This is a 53% response rate, up from 49% in 2014*
- *99 respondents submitted their answers on a hard copy. This meant that some questions which are mandatory on the online form were able to be left unanswered.*
- *70% of staff feel they are able to have a say in how they do their work.*
- *62% of staff said they feel fully or fairly informed about the organisation as a whole. This is roughly equal with last year and shows that internal communications within the organisation remain effective.*
- *The proportion of staff who always feel supported during emotionally demanding work has increased from 16% in 2014 to 24% this year.*
- *Generally staff agree that the reasons for change are well communicated (44%) compared with those 25% who disagree.*

Members of Employment Committee will note that after each grouping of questions and results, there is a list of 'Key Points' which summarises the results.

4 Financial Appraisal

No financial implications other than officer time in compiling and analysing results.

5 Legal Implications

No legal implications.

6 Sustainability Implications

I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is a progress report/budget monitoring report/development control report

7 Equality Screening

Equality analysis is not required as this is an information only report with no key decisions attached.

8 Background Papers

Report showing results from staff survey,

Staff Survey 2015

Draft for CMT feedback



Lewes District Council

Thank you to all staff who took part in this year's survey.

The survey took place in October 2015 and broadly covered the equivalent period as the 2014 staff survey.

Please ensure that members of staff who do not have access to Infolink are shown a copy of the results.

Headlines

- 212 people responded to the survey. This is a 53% response rate, up from 49% in 2014.
- 99 respondents submitted their answers on a hard copy. This meant that some questions which are mandatory on the online form were able to be left unanswered.
- 70% of staff feel they are able to have a say in how they do their work.
- 62% of staff said they feel fully or fairly informed about the organisation as a whole. This is roughly equal with last year and shows that internal communications within the organisation remain effective.
- The proportion of staff who always feel supported during emotionally demanding work has increased from 16% in 2014 to 24% this year.
- Generally staff agree that the reasons for change are well communicated (44%) compared with those 25% who disagree.

Please note, because of rounding some tables do not total 100%.

Response rates by service area

Team	Staff numbers	Response rate
Audit, Fraud and Procurement	6	67%
Business Strategy & Performance	10	20%
Housing and Environmental Health	76	24%
Planning, Revenues and Benefits	55	47%
Customer Services Hub, Mobile Team & Parks	50	76%
Democratic Services including Chief Executive's Office	17	47%
Finance	19	63%
HR	13	46%
IT	18	33%
Legal Services	10	30%
Property and Facilities	12	75%
Regeneration	12	17%
Strategic Policy	8	100%
Waste Services	88	72%
Not given (submitted as hard copy, department not stated)	-	7 responses
Total	394	54%

Attitudes toward top management

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Top management are regularly visible and accessible	12%	22%	17%	26%	21%	2%
Top management have a clear vision of where LDC is going	19%	26%	25%	13%	11%	6%
Top management act on the feedback they receive from employees	9%	17%	28%	21%	16%	10%
Top management are interested in listening to employee opinions	13%	29%	17%	17%	19%	6%

Service area breakdown – agreement with the statement ‘Top management are regularly visible and accessible’

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	25%	0%	25%	25%	25%	0%
Business Strategy & Performance	50%	50%	0%	0%	0%	0%
Housing and Environmental Health	11%	11%	28%	28%	22%	0%
Planning, Revenues and Benefits	4%	24%	28%	28%	16%	0%
Customer Services Hub, Mobile Team & Parks	13%	32%	16%	24%	11%	5%
Democratic Services including Chief Executive's Office	17%	67%	0%	17%	0%	0%
Finance	0%	17%	25%	25%	33%	0%
HR	17%	67%	0%	17%	0%	0%
IT	33%	17%	33%	0%	17%	0%
Legal Services	0%	67%	0%	33%	0%	0%
Property and Facilities	11%	33%	0%	33%	22%	0%
Regeneration	0%	50%	0%	0%	50%	0%
Strategic Policy	12%	13%	38%	25%	12%	0%
Waste Services	8%	13%	16%	29%	33%	7%
Not given (submitted as hard copy, department not stated)	0%	29%	0%	29%	29%	14%
Total	12%	22%	18%	26%	21%	2%

Key points

- Top management for the purpose of this survey is defined as Chief Executive, Directors and Heads of Service.
- Across the council, 34% of staff agreed that top management are regularly visible and accessible. This is down from 43% in 2014 and 44% in 2013.
- The highest levels of agreement were within Business Strategy and Performance, HR and Democratic Services and the Chief Executive's Office.
- The highest rates of disagreement with this statement were within Waste Services, and by those submitting responses where their service area is not stated (via paper copy).
- Overall, 21% of respondents strongly disagreed with the statement, up from 16% in 2014. The highest proportion of staff that strongly disagreed were in Finance and Regeneration.
- 45% of staff agree that top management have a clear vision for the council, down from 53% in 2014.
- There has been a 3% increase in the percentage of staff that strongly agree that top management act on the feedback they receive from employees.
- There has been a 4% increase in the percentage of staff who strongly agree that top management are interested in listening to employee opinions, however there has been a roughly equivalent increase in the proportion of staff that disagree with this statement.

Change, promotion, having a say in my work, being treated with fairness and respect

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
The reasons for change are well communicated to me	14%	34%	26%	15%	10%	2%
Change here is well managed	7%	20%	23%	26%	19%	4%
I feel that I can influence change	6%	18%	19%	27%	28%	2%

The reasons for change are well communicated to me

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	0%	0%	33%	0%	33%	33%
Business Strategy & Performance	50%	50%	0%	0%	0%	0%
Housing and Environmental Health	11%	44%	28%	11%	6%	0%
Planning, Revenues and Benefits	4%	36%	40%	16%	8%	0%
Customer Services Hub, Mobile Team & Parks	8%	42%	18%	21%	11%	0%
Democratic Services including Chief Executive's Office	50%	25%	13%	13%	0%	0%
Finance	8%	59%	17%	8%	8%	0%
HR	50%	33%	0%	17%	0%	0%
IT	50%	17%	16%	17%	0%	0%
Legal Services	33%	33%	0%	33%	0%	0%
Property and Facilities	22%	33%	33%	0%	11%	0%
Regeneration	0%	50%	0%	0%	50%	0%
Strategic Policy	50%	38%	0%	0%	13%	0%
Waste Services	2%	27%	36%	18%	13%	3%
Not given (submitted as hard copy, department not stated)	14%	14%	29%	14%	14%	14%
Total	14%	34%	26%	15%	10%	2%

Change here is well managed

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	0%	0%	0%	33%	33%	33%
Business Strategy & Performance	50%	50%	0%	0%	0%	0%
Housing and Environmental Health	6%	11%	33%	11%	39%	0%
Planning, Revenues and Benefits	0%	8%	28%	40%	0%	0%
Customer Services Hub, Mobile Team & Parks	3%	31%	18%	21%	24%	3%
Democratic Services including Chief Executive's Office	38%	38%	12%	13%	0%	0%
Finance	0%	8%	17%	50%	17%	8%
HR	50%	33%	0%	17%	0%	0%
IT	17%	33%	17%	33%	0%	0%
Legal Services	0%	33%	0%	33%	0%	33%
Property and Facilities	11%	22%	0%	44%	11%	11%
Regeneration	50%	0%	0%	0%	50%	0%
Strategic Policy	0%	38%	50%	38%	0%	0%
Waste Services	3%	18%	32%	25%	17%	5%
Not given (submitted as hard copy, department not stated)	0%	14%	43%	0%	29%	14%
Total	7%	20%	23%	26%	19%	4%

I feel I can influence change

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	0%	0%	0%	0%	67%	33%
Business Strategy & Performance	50%	0%	50%	0%	0%	0%
Housing and Environmental Health	0%	11%	33%	22%	33%	0%
Planning, Revenues and Benefits	4%	4%	12%	36%	48%	0%
Customer Services Hub, Mobile Team & Parks	0%	29%	16%	32%	24%	0%
Democratic Services including Chief Executive's Office	13%	50%	13%	25%	0%	0%
Finance	0%	8%	17%	42%	33%	0%
HR	33%	50%	0%	17%	0%	0%
IT	17%	50%	0%	0%	33%	0%
Legal Services	0%	33%	0%	33%	0%	33%
Property and Facilities	22%	0%	11%	56%	11%	0%
Regeneration	0%	50%	0%	0%	50%	0%
Strategic Policy	13%	50%	13%	25%	0%	0%
Waste Services	5%	10%	25%	25%	33%	2%
Not given (submitted as hard copy, department not stated)	0%	14%	29%	14%	29%	14%
Total	6%	18%	19%	28%	28%	2%

Key points

- Generally staff agree (44%) that the reasons for change are well communicated, compared with 25% who disagree.
- There has been an increase in the percentage of staff who neither agree or disagree that the reasons for change are well communicated, up to 26%, from 15% in 2014.
- 100% of Business Strategy and Performance respondents, 83% of HR and 88% of Strategic Policy respondents felt that the reasons for change are well communicated.
- 45% of staff disagreed that change is well managed, up from 10% in 2014. 19% of staff strongly disagreed, up from 0% in 2014. The service areas which disagreed the most were Audit, Fraud and Procurement (66%) and Finance (67%).
- Generally, the extent to which people feel they can influence change has not changed since the 2014 survey, with a slight increase (3%) increase in the number of people who disagree.
- 75% of Finance respondents and 76% of Audit, Fraud and Procurement respondents disagreed or strong disagreed that they could influence change.

Promotion, having a say and fairness/respect

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Promotion is based on merit	13%	25%	27%	15%	10%	11%
I am able to have a say in how I do my work	27%	43%	13%	10%	6%	2%
People are treated with fairness and respect here	20%	32%	22%	16%	8%	1%

Promotion is based on merit

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	0%	0%	33%	0%	33%	33%
Business Strategy & Performance	50%	50%	0%	0%	0%	0%
Housing and Environmental Health	0%	33%	44%	17%	6%	0%
Planning, Revenues and Benefits	4%	28%	40%	20%	12%	0%
Customer Services Hub, Mobile Team & Parks	16%	29%	21%	16%	5%	13%
Democratic Services including Chief Executive's Office	50%	25%	0%	13%	0%	12%
Finance	0%	17%	33%	33%	0%	17%
HR	33%	50%	0%	0%	0%	17%
IT	0%	67%	17%	0%	17%	0%
Legal Services	33%	0%	0%	33%	33%	0%
Property and Facilities	22%	0%	22%	33%	0%	11%
Regeneration	0%	0%	0%	0%	50%	50%
Strategic Policy	50%	25%	13%	13%	0%	0%
Waste Services	8%	18%	33%	13%	16%	13%
Not given (submitted as hard copy, department not stated)	0%	43%	14%	0%	0%	43%
Total	13%	25%	27%	15%	10%	11%

I am able to have a say in how I do my work

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	0%	67%	0%	33%	0%	0%
Business Strategy & Performance	100%	0%	0%	0%	0%	0%
Housing and Environmental Health	22%	39%	17%	17%	6%	0%
Planning, Revenues and Benefits	20%	40%	20%	16%	8%	0%
Customer Services Hub, Mobile Team & Parks	26%	52%	13%	5%	3%	0%
Democratic Services including Chief Executive's Office	50%	50%	0%	0%	0%	0%
Finance	50%	42%	0%	8%	0%	0%
HR	67%	33%	0%	0%	0%	0%
IT	50%	33%	0%	17%	0%	0%
Legal Services	33%	37%	0%	0%	0%	0%
Property and Facilities	33%	33%	33%	0%	0%	0%
Regeneration	0%	50%	0%	50%	0%	0%
Strategic Policy	75%	25%	0%	0%	0%	0%
Waste Services	15%	43%	15%	13%	13%	3%
Not given (submitted as hard copy, department not stated)	0%	43%	29%	0%	0%	29%
Total	27%	43%	13%	10%	6%	2%

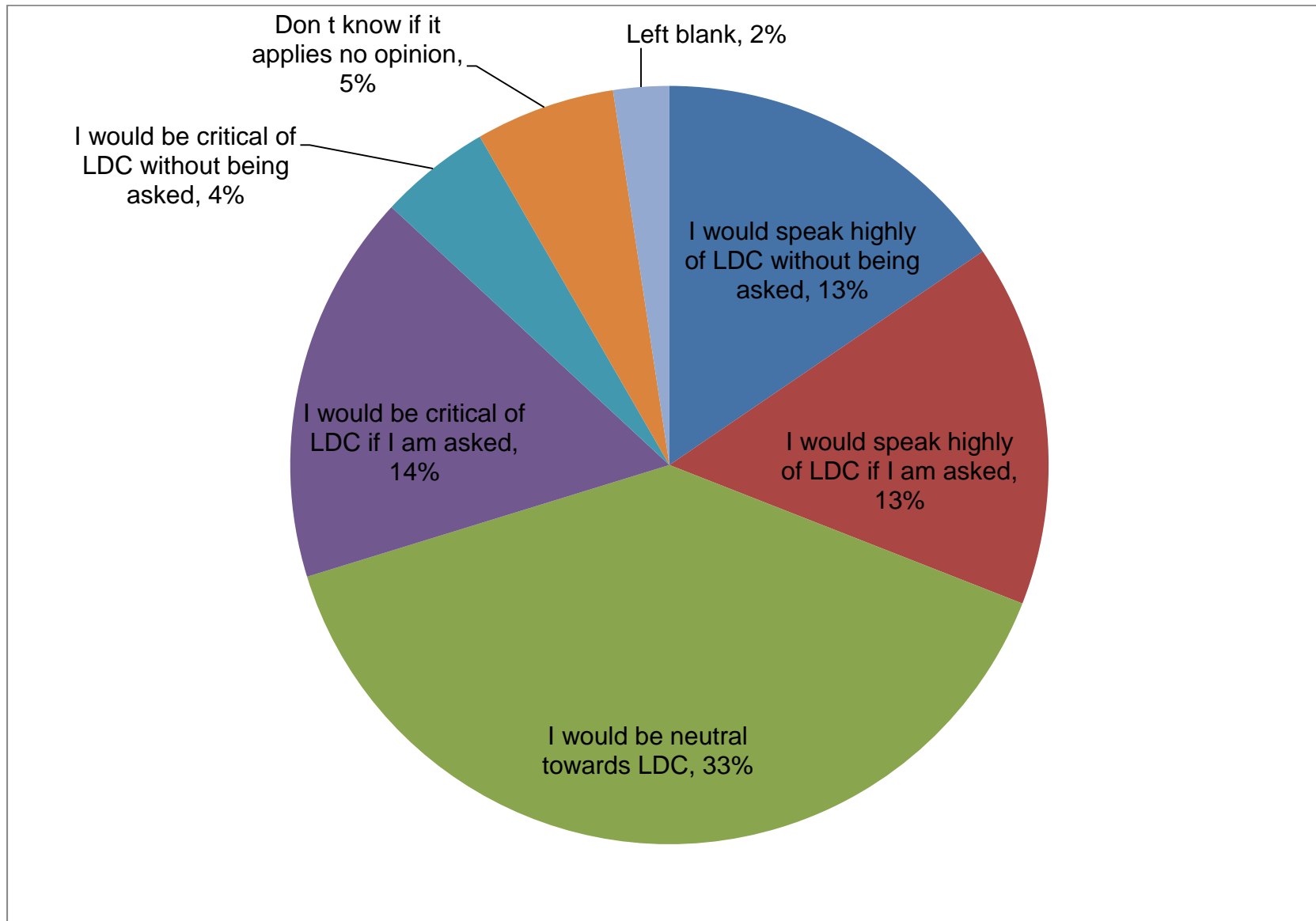
People are treated with fairness and respect here

	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / No opinion
Audit, Fraud and Procurement	0%	33%	33%	0%	33%	0%
Business Strategy & Performance	50%	50%	0%	0%	0%	0%
Housing and Environmental Health	11%	28%	22%	17%	17%	0%
Planning, Revenues and Benefits	12%	28%	24%	36%	4%	0%
Customer Services Hub, Mobile Team & Parks	24%	40%	13%	18%	5%	0%
Democratic Services including Chief Executive's Office	50%	25%	25%	0%	0%	0%
Finance	0%	17%	75%	0%	8%	0%
HR	67%	17%	17%	0%	0%	0%
IT	50%	17%	17%	0%	17%	0%
Legal Services	0%	100%	0%	0%	0%	0%
Property and Facilities	33%	11%	11%	33%	11%	0%
Regeneration	0%	50%	0%	0%	50%	0%
Strategic Policy	25%	63%	13%	0%	0%	0%
Waste Services	16%	35%	20%	16%	10%	3%
Not given (submitted as hard copy, department not stated)	14%	14%	43%	14%	0%	14%
Total	20%	32%	22%	16%	8%	1%

Key points

- 48% of staff agree that promotion is based on merit, 35% disagree.
- The highest levels of agreement that promotion is based on merit were within Business Strategy and Performance, HR, IT, Legal, Democratic Services (including the Chief Executive's Office) and Strategic Policy. 50% of Regeneration and 33% of Audit, Fraud and Procurement strongly disagreed with the statement, however this only represents two respondents.
- 70% of staff feel they are able to have a say in how they do their work. Only 16% of staff disagreed with this statement.
- About half of respondents (52%) feel that people are treated with fairness, dignity and respect.
- The proportion of staff that strongly agree that people are treated with fairness dignity and respect has increased from 14.6% in 2014 to 20% in 2015. The proportion of staff that disagree has reduced by 5%.
- 50% of staff in Regeneration strongly disagree that people are treated with fairness, dignity and respect, an increase from 37.5% in 2014.
- There has been a vast improvement in the proportion of Waste Services staff that strongly disagree, from 32% in 2014 to 0% this year.

Speaking highly/critically of the council as an employer



	I would speak highly of LDC without being asked	I would speak highly of LDC if I am asked	I would be neutral towards LDC	I would be critical of LDC if I am asked	I would be critical of LDC without being asked	Don't know if it applies no opinion	Left blank
Audit, Fraud and Procurement	0%	25%	25%	0%	25%	0%	25%
Business Strategy & Performance	50%	50%	0%	0%	0%	0%	0%
Housing and Environmental Health	17%	11%	56%	6%	6%	6%	0%
Planning, Revenues and Benefits	0%	40%	32%	32%	0%	0%	0%
Customer Services Hub, Mobile Team & Parks	24%	29%	26%	16%	5%	0%	0%
Democratic Services including Chief Executive's Office	38%	25%	25%	13%	0%	0%	0%
Finance	0%	17%	58%	17%	8%	0%	0%
HR	50%	33%	0%	0%	0%	17%	0%
IT	17%	33%	17%	33%	0%	0%	0%
Legal Services	67%	33%	0%	0%	0%	0%	0%
Property and Facilities	0%	33%	56%	11%	0%	0%	0%
Regeneration	50%	0%	0%	0%	50%	0%	0%
Strategic Policy	13%	25%	50%	13%	0%	0%	0%
Waste Services	6%	30%	30%	11%	3%	14%	5%
Not given (submitted as hard copy, department not stated)	14%	57%	14%	14%	0%	0%	0%
Total	13%	13%	33%	14%	4%	5%	2%

Key points

- The proportion of staff who would speak highly of the council without being asked has remained roughly the same as last year.
- The proportion of staff who would speak highly of the council if asked has more than halved (from 32% in 2014 to 13% this year).

Feeling informed about the organisation

	I feel fully informed	I feel fairly informed	I have only a limited amount of information	I don't know much at all about what is going on	Don't know no opinion
Audit, Fraud and Procurement	25%	25%	25%	0%	25%
Business Strategy & Performance	50%	50%	0%	0%	0%
Housing and Environmental Health	11%	56%	22%	6%	6%
Planning, Revenues and Benefits	4%	60%	32%	8%	0%
Customer Services Hub, Mobile Team & Parks	11%	53%	29%	8%	0%
Democratic Services including Chief Executive's Office	63%	38%	0%	0%	0%
Finance	8%	58%	33%	0%	0%
HR	67%	17%	0%	0%	17%
IT	33%	50%	0%	17%	0%
Legal Services	0%	33%	67%	0%	0%
Property and Facilities	11%	33%	56%	0%	0%
Regeneration	50%	0%	0%	50%	0%
Strategic Policy	38%	63%	0%	0%	0%
Waste Services	3%	48%	33%	14%	2%
Not given (submitted as hard copy, department not stated)	0%	57%	14%	14%	0%
Total	13%	49%	27%	9%	2%

Over all how well do you feel you understand the overall aim of the Council and how your work fits into it

	I fully understand the aims of the Council and how my work fits into this	I fairly well understand the aims of the Council and how my work fits into this	I have only a limited amount of understanding about the Council's aim and how my work fits into it	I don t know much at all about what is going on	Don t know if it applies / no opinion
Audit, Fraud and Procurement	25%	25%	25%	0%	25%
Business Strategy & Performance	50%	50%	0%	0%	0%
Housing and Environmental Health	22%	61%	11%	0%	6%
Planning, Revenues and Benefits	12%	48%	20%	4%	0%
Customer Services Hub, Mobile Team & Parks	16%	53%	26%	5%	0%
Democratic Services including Chief Executive's Office	63%	38%	0%	0%	0%
Finance	8%	58%	33%	0%	0%
HR	67%	17%	0%	0%	0%
IT	17%	50%	17%	17%	0%
Legal Services	67%	0%	33%	0%	0%
Property and Facilities	11%	67%	0%	22%	0%
Regeneration	50%	0%	0%	50%	0%
Strategic Policy	63%	38%	0%	0%	0%
Waste Services	13%	40%	32%	16%	0%
Not given (submitted as hard copy, department not stated)	14%	43%	29%	0%	0% (14% left blank)
Total	21%	44%	25%	8%	1%

Key points

- 62% of staff said they feel fully or fairly informed about the organisation as a whole. This is roughly equal with last year and shows that internal communications within the organisation have remained effective.
- 67% of Legal Services and 58% of Property and Facilities felt they only have limited information and 50% of regeneration felt they don't know much about what is going on across the organisation.
- 65% of respondents said they fully or fairly well understand the overall aims of the council and how their work fits into it.
- 48% of Waste Services staff felt they only have limited / very little understanding about the council's aims.
- 50% of Regeneration staff felt they don't know much about what is going on at all.

My immediate manager supervisor creates a workplace where I feel supported

	Always applies	Usually applies	Sometimes applies	Never applies	Don't know if it applies / no opinion
Audit, Fraud and Procurement	50%	25%	0%	25%	0%
Business Strategy & Performance	100%	0%	0%	0%	0%
Housing and Environmental Health	39%	50%	6%	6%	0%
Planning, Revenues and Benefits	40%	36%	28%	0%	0%
Customer Services Hub, Mobile Team & Parks	50%	34%	16%	0%	0%
Democratic Services including Chief Executive's Office	88%	12%	0%	0%	0%
Finance	17%	33%	25%	8%	17%
HR	100%	0%	0%	0%	0%
IT	67%	33%	0%	0%	0%
Legal Services	33%	33%	33%	0%	0%
Property and Facilities	33%	22%	44%	0%	0%
Regeneration	50%	0%	50%	0%	0%
Strategic Policy	75%	13%	13%	0%	0%
Waste Services	22%	25%	41%	10%	2%
Not given (submitted as hard copy, department not stated)	43%	43%	0%	0%	0% (14% left blank)
Total	41%	29%	24%	4%	1%

Key points

- 70% of staff felt their line manager always or usually creates a workplace where they feel supported.
- Only 4% of staff felt this never applies.

Appraisals and team meetings – council-wide

	Yes	No	No but I have been working at Lewes District Council for less than 12 months	Don't know can't remember
Have you had an appraisal in the last 12 months	82%	9%	9%	1%
Have you had a team meeting in the last 3 months	85%	11%	0%	1

Have you had an appraisal in the last 12 months?

	Yes	No	No but I have been working at Lewes District Council for less than 12 months	Don't know can't remember
Audit, Fraud and Procurement	100%	0%	0%	0%
Business Strategy & Performance	100%	0%	0%	0%
Housing and Environmental Health	83%	11%	6%	0%
Planning, Revenues and Benefits	88%	4%	12%	0%
Customer Services Hub, Mobile Team & Parks	82%	3%	16%	0%
Democratic Services including Chief Executive's Office	88%	0%	12%	0%
Finance	75%	25%	0%	0%
HR	83%	17%	0%	0%
IT	83%	17%	0%	0%
Legal Services	33%	0%	67%	0%
Property and Facilities	89%	11%	0%	0%
Regeneration	100%	0%	0%	0%
Strategic Policy	100%	0%	0%	0%
Waste Services	78%	13%	6%	3%
Not given (submitted as hard copy, department not stated)	71%	14%	0%	0% (14% left blank)
Total	82%	9%	9%	1%

Have you had team meeting in the last 3 months?

	Yes	No	No but I have been working at Lewes District Council for less than 12 months	Don't know can't remember
Audit, Fraud and Procurement	100%	0%	0%	0%
Business Strategy & Performance	100%	0%	0%	0%
Housing and Environmental Health	94%	6%	0%	0%
Planning, Revenues and Benefits	100%	0%	0%	0%
Customer Services Hub, Mobile Team & Parks	82%	3%	16%	0%
Democratic Services including Chief Executive's Office	88%	13%	0%	0%
Finance	92%	8%	0%	0%
HR	83%	0%	17%	0%
IT	100%	0%	0%	0%
Legal Services	100%	0%	0%	0%
Property and Facilities	89%	0%	11%	0%
Regeneration	100%	0%	0%	0%
Strategic Policy	100%	0%	0%	0%
Waste Services	65%	30%	0%	5%
Not given (submitted as hard copy, department not stated)	43%	14%	0%	0% (43% left blank)
Total	85%	11%	0%	1

Key points

- 82% of staff said they have had an appraisal in the last 12 months, up from 75% in 2014.
- 25% of respondents in Finance said they have not had an appraisal in the last 12 months, an improvement from 31% in 2014.
- 85% of staff said they have had a team meeting in the last 3 months, down from 94% in 2014.
- 30% of staff in Waste Services said they had not had a team meeting in the last 3 months, up from 10% in 2014.

Comments and suggestions about working for Lewes District Council

Out of 212 completed surveys, 40 people provided comments in this section. However, as some people made multiple comments on different subjects, the summary below adds up to more than 40.

Comment type	Frequency
Poor/confusing/ambiguous communication about changes (incl. lacking visibility of senior management)	7
General positive views of the council/working at the council	5
Perception that Council being 'run into the ground'/stretched/understaffed	4
My immediate manager does not support me well	4
Not well supported by senior management	4
Recent restructure not well managed / adverse impact on service delivery	4
My immediate manager supports me well	3
Team meetings not happening regularly	2
Concern about forthcoming changes	2
More training needed	2
Team meetings are good	1
Appraisal process inadequate	1
Need to link competencies to appraisals	1
Staff views not listened to	1
Agile working rules not applied consistently	1
Underpaid for work done	1
Too much spent on unnecessary training	1
'Them and us' attitude of managers to staff	1
Staff unable to voice concerns due to fear of being labelled as 'negative'	1
Customers have to wait too long on phone for answer	1

Discrimination, harassment and bullying

Following responses to the 2014 staff survey, a decision was taken to ask about these areas in more detail in 2015 including;

- if someone experienced or witnessed discrimination, harassment or bullying, whether they had challenged it,
- whether they had reported it and if not, why not,
- whether the person had received appropriate support following reporting,
- whether the discrimination, harassment or bullying had stopped following reporting.

Because of the relatively small numbers involved, the figures are given as whole numbers rather than percentages.

Discrimination

- Across the council, 16 people said they had experienced discrimination.
- Of these, 7 people said they had reported it.
- The reasons given by people who did not report it were that they felt it would be pointless or because they are worried about the implications of reporting the discrimination.
- 5 people who reported discrimination said they received appropriate support. 8 said they did not.
- 3 people said that the discrimination stopped after they report it. 6 people said it did not.
- The characteristics on which the discrimination was based were (each 1 instance except where stated);
 - age (3 instances)
 - sex
 - gender
 - ethnicity
 - disability
 - position in the council

Harassment

- Across the council, 18 people said they had experienced or witnessed harassment.
- 5 people said they had challenged the harassment. 10 people said they had not.
- 5 people said they had reported the harassment. 9 people said they had not.
- The reasons given for not reporting harassment were;
 - It was quickly sorted out
 - It was not serious enough
 - Too scared to report because it was in relation to a senior manager
 - Worried about the implications of reporting

- 9 people said they had received appropriate support after reporting the harassment. 9 people say they had not.
- Further to reporting, 5 people said the harassment had stopped. 11 people said it did not.
- The characteristics on which the harassment was based were (each 1 instance except where stated):
 - position/role in the council (2 instances)
 - age
 - disagreement with corporate policies
 - disability
 - personal dislike
 - hostility from staff members
 - sex
 - union activities

Bullying

- Across the council, 24 people said they had experienced bullying.
- 31 people said they had witnessed bullying.
- 31 people said they had challenged the bullying.
- 14 people said they had reported the bullying, 18 people said they had not.
- The reasons given for not reporting bullying were;
 - Did not want to report about a senior manager (5)
 - The person being bullied report the incident (3)
 - Did not want to report about senior team members and colleagues
 - The victim did not want me to report
 - It has now stopped
- 4 people said they had received appropriate support after reporting the bullying. 6 people say they had not.
- Further to reporting the bullying, 2 people said the bullying stopped. 6 people said it did not.
- The characteristics on which the bullying was based were:
 - position in the council (3)
 - unclear (2)
 - sex (2)
 - personal dislike (2)
 - pregnancy/maternity
 - union membership
 - views on corporate policy

Staff Briefings – Have staff had the opportunity to attend one of the briefing sessions run by the Directors or Chief Executive

	Yes I had the opportunity and attended	Yes I had the opportunity and decided not to attend	I wanted to attend but was unable to	Don't know can't remember
Audit, Fraud and Procurement	25%	25%	25%	25%
Business Strategy & Performance	100%	0%	0%	0%
Housing and Environmental Health	89%	6%	6%	0%
Planning, Revenues and Benefits	60%	20%	16%	8%
Customer Services Hub, Mobile Team & Parks	47%	16%	18%	18%
Democratic Services including Chief Executive's Office	75%	13%	0%	13%
Finance	50%	8%	25%	17%
HR	67%	17%	0%	17%
IT	67%	17%	0%	17%
Legal Services	0%	0%	33%	67%
Property and Facilities	44%	11%	0%	44%
Regeneration	50%	0%	50%	0%
Strategic Policy	88%	0%	12%	0%
Waste Services	57%	6%	5%	32%
Not given (submitted as hard copy, department not stated)	57%	0%	0%	0% (43% left blank)
Total	59%	10%	10%	19%

Key points

- As with last year, most staff were given an opportunity to attend these briefings.
- 19% of staff were not sure or couldn't remember whether they had had an opportunity to attend these briefings.

Experience of going through change at LDC

Out of 212 completed surveys, 40 people provided comments in this section. However, as some people made multiple comments on different subjects, the summary below adds up to more than 40.

Comment type	Frequency
Changes poorly communicated/don't know whats going on/ things being kept from us	11
Lack of management support / lack of confidence in management	6
New employee	5
Excessive pressure on staff/increased workloads	4
Knowledge loss through changes	4
Not been invited to briefings/don't know about briefings/ too busy to go	4
Staff not listened to/views not acted on	4
Things getting worse	3
Comms inconsistent between LDC, EBC and what's in the media – rumours/mis-information	3
Lack of training/more training needed	2
Feel uninvolved	2
Negative impact on staff not being addressed/supported	2
Staff unable to voice concerns due to fear of being labelled as 'negative'	2
Line managers are supportive	2
Negative impact on customers	2
Feel kept up to date/briefings helpful	2
Spin/propaganda rather than honest communication	2
Change too slow	1
Negative views of colleagues unhelpful	1
Seeking other employment	1

Do staff feel supported during emotionally demanding work?

	Yes always	Yes most of the time	Not always	Never	Don't feel this is applicable to my role
Audit, Fraud and Procurement	50%	25%	0%	0%	25%
Business Strategy & Performance	50%	0%	50%	0%	0%
Housing and Environmental Health	28%	44%	22%	6%	0%
Planning, Revenues and Benefits	24%	32%	32%	8%	8%
Customer Services Hub, Mobile Team & Parks	24%	45%	16%	3%	13%
Democratic Services including Chief Executive's Office	63%	25%	0%	0%	13%
Finance	8%	42%	8%	8%	33%
HR	33%	67%	0%	0%	0%
IT	33%	17%	17%	0%	33%
Legal Services	0%	33%	0%	0%	67%
Property and Facilities	33%	0%	33%	0%	33%
Regeneration	0%	50%	50%	0%	0%
Strategic Policy	38%	50%	13%	0%	0%
Waste Services	17%	27%	21%	11%	22%
Not given (submitted as hard copy, department not stated)	0%	14%	0%	0%	29% (57% left blank)
Total	24%	33%	18%	6%	17%

Key points

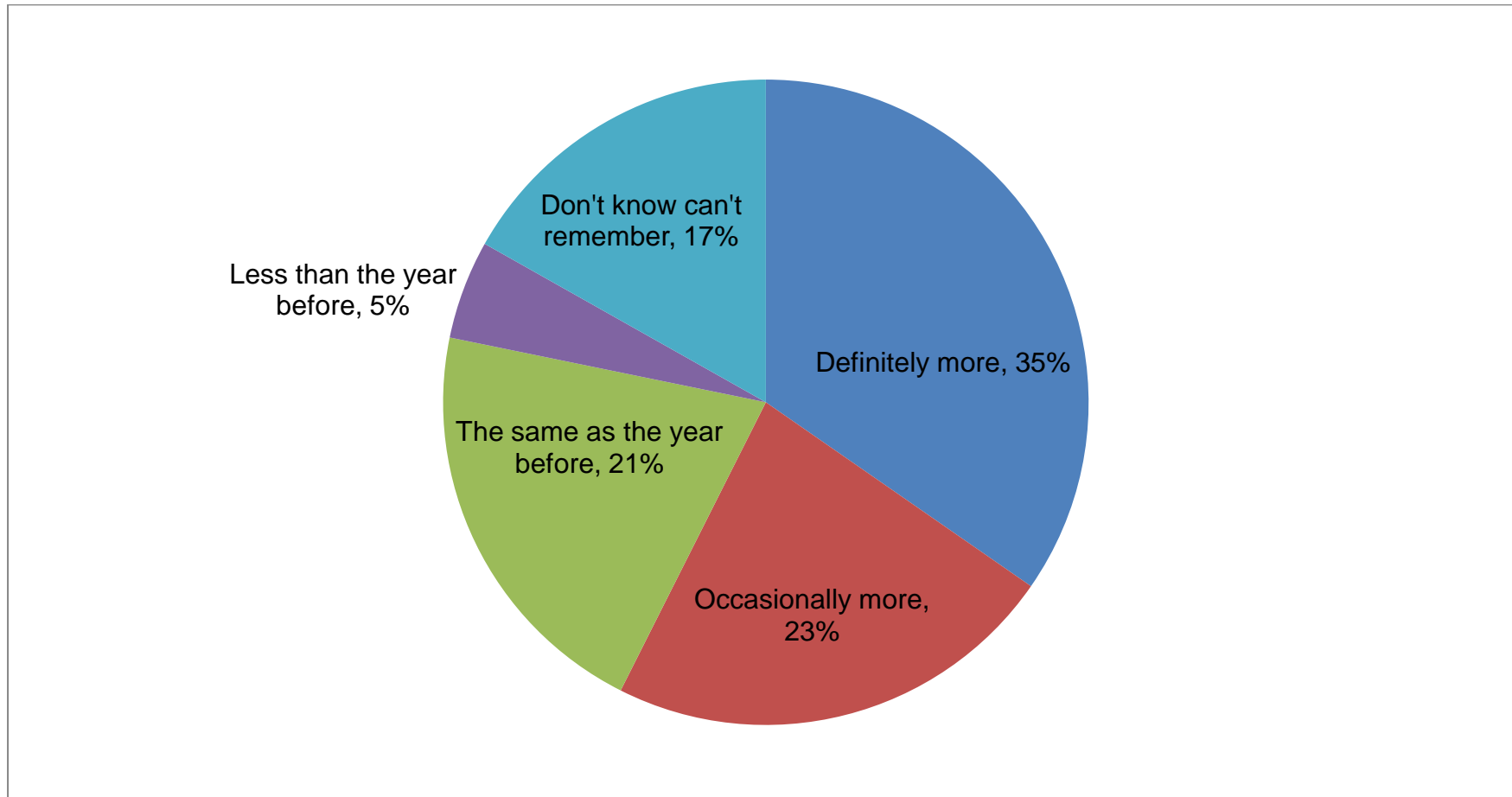
- The proportion of staff who always feel supported during emotionally demanding work has increased from 16% in 2014 to 24% this year.
- The biggest increase in this figure on 2014 was in IT, up from 17% in 2014 to 33% this year.
- The highest levels of feeling supported were in HR (100%), Democratic Services (88%), Strategic Policy (88%) and Audit, Fraud and Procurement (75%).
- The proportion of staff that answered 'not always' or 'never' decreased from 34% in 2014 to 24% this year.

During the last year have you felt pressured to work long hours?

	Yes often	Yes but not often	No	Don't know can't remember
Audit, Fraud and Procurement	0%	0%	100%	0%
Business Strategy & Performance	0%	50%	50%	0%
Housing and Environmental Health	56%	39%	6%	0%
Planning, Revenues and Benefits	31%	15%	51%	4%
Customer Services Hub, Mobile Team & Parks	8%	34%	58%	0%
Democratic Services including Chief Executive's Office	0%	38%	63%	0%
Finance	17%	42%	42%	0%
HR	0%	33%	50%	17%
IT	17%	33%	50%	0%
Legal Services	0%	0%	100%	0%
Property and Facilities	11%	33%	56%	0%
Regeneration	0%	50%	50%	0%
Strategic Policy	25%	50%	25%	0%
Waste Services	17%	17%	67%	2%
Not given (submitted as hard copy, department not stated)	0%	14%	29%	0%
Total	17%	27%	53%	1%

Those who felt pressurised to work more hours, is this more or less than the previous year?

The chart below covers the 102 people that answered yes to the previous question.



Key points

- The proportion of staff who have felt pressured to work long hours is lower than in 2014, down from 22% to 17% this year.
- 56% of staff in Housing and Environmental Health said they often feel pressured to work long hours.
- Of those people who answered yes, 58% said this is more or occasionally more than in the previous year, down from 66% in 2014.

Awareness of Counselling Service and whether respondents would use it

Comment type	Frequency
I am aware of the service and would considering using it	126
I am not aware of this service	35
Don't know/can't remember	12
No reason given	11
Concerns about confidentiality	6
Using / would use other (non-council) service	4
Use/would use other forms of support	4
Do not need counselling	3
Don't like counselling/would not use this type of service	3
I don't feel the counselling service would help with current work loads	1
Aware of it but unlikely to use	1