Lewes District Council Staff Survey 2014

Introduction

This survey took place in October/November 2014. The last staff survey took place in December 2013.

Thank you to all staff who took part.

In a time of significant change at Lewes District Council, it is important to understand the views of staff, and how this impacts different departments.

The design of this survey is very similar to the survey in 2013, with a few new questions. We will now use this survey design as the basis for annual surveys so that we can track changes over time. If you have any suggestions about future surveys, please contact HR.

The overall results and some analysis are published below, and comparisons have been made with the 2013 survey. An analysis of the comments made is included at the end of the results. The results have been considered by CMT and they will now draw up an action plan based on the suggestions at the end of the results. Staff are encouraged to consider the results at team meetings.

Please ensure that members of staff who do not have access to Infolink are shown a copy of the results. For ease, a PDF version is below which can be printed and circulated.

NB: Please note, some rows in tables will not always add up to 100% due to how the data is displayed. Also, in the departmental breakdowns, it must be noted that some departments have smaller numbers of staff; therefore one person can sway a percentage more significantly than in a larger team.

Survey method

The survey was available online from 17 October 2014 through SurveyMonkey and on paper, and was advertised to staff via email. A special edition of LDC news was published on 16 October 2014 detailing what had happened since last year's staff survey and advertising the 2014 survey, as well as the Corporate Brief on 23 October

The survey closed on 7 November 2014, but responses received after this date were accepted. Respondents were asked to answer questions about the council and invited to make any additional comments they wished. They were also asked which department they worked in and to answer some equalities questions. This information cannot be used to identify the individual but helps us analyse the results and identify if there are any issues for particular departments or groups that may need to be looked into further.

Headlines

- There was a response rate of 49%, a slight drop from 2013 which was 54%.

- Over 50% agree that people are treated with fairness and respect at LDC.

- There has been an increase in staff receiving appraisals and attending team meetings – but a few departments where appraisals seem not to be occurring.

- Due to the restructure – comparisons between 2013 and 2014 survey at departmental level are not always possible, but have been shown where they can be.

- Results across many questions are very similar to the 2013 survey – but some notable improvements have been demonstrated in some areas and these are highlighted in the "key points" sections of the report.

- There are still concerns amongst some staff that the survey responses can be linked to individuals, especially in small teams. Staff should be reassured that this is not the case and that the survey has been analysed anonymously.

- Under key points – the always and usually columns have been combined to give a single figure.

Key to Departments and Approximate Response Rates

NB – Due to restructures and currently available data on departmental composition, the percentage response rate is an approximate figure.

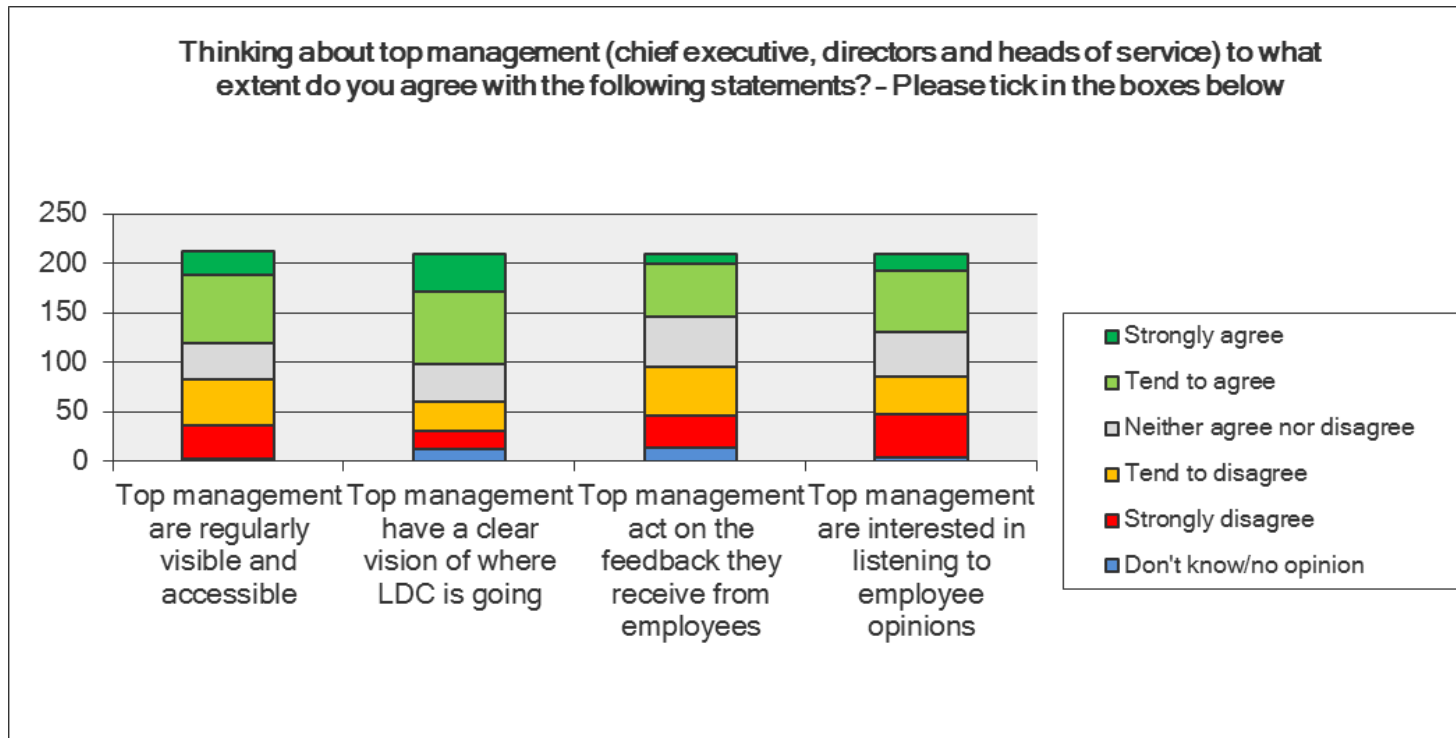| Team	Includes	Approximate Staff Numbers	Response Rate (%)
Housing	Housing Policy, Housing Schemes, Tenant Participation, Advice, Strategy, Property Services,	90	36%
Environmental Health	Animal Control, Licensing	38	47%
Planning	Policy and Development Control, Building Control	43	53%
Revenues and Benefits	Local Taxation	31	42%
Finance	Accountancy and Income, Audit	17	76%
Regeneration	Tourism, Economic Development, Contracts and Facilities, Estates	38	21%
Property and Facilities	Building Management	15	46%
District Services	Parks	20	40%
Waste and Recycling	Waste and Recycling, Street Cleansing	92	22%
Legal and Democratic	Elections, Committee Staff, Chief Executives Office, Land Charges,	33	33%
Corporate Support	Post Room, Scanning, Reception Staff	18	55%
HR	HR	8	50%
IT	IT Staff	14	42%
Business Strategy & Performance	Equalities, Scrutiny, Corporate Performance, Communications and Corporate Projects	10	100%

Data Tables

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	11.7	31	17.3	22	15.9	0.9
Top management have a clear vision of where LDC is	18	35.2	18	13.8	9	5.7
Top management act on the feedback they receive	5.2	25.2	23.8	23.8	15.2	6.6
Top management are interested in listening to staff	8.5	29.5	20.9	18.5	20.4	1.9

Department 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 (%)
Housing	12.5	28.13	12.50	37.50	9.38	0
Environmental Health	16.67	27.78	11.11	16.67	27.78	0
Planning (inc. Policy and Development Control)	0	13.04	26.09	43.48	17.39	0
Revenues and Benefits	7.67	46.15	23.08	23.08	0	0
Finance	0	53.85	23.08	7.69	7.69	7.69
Regeneration	12.50	25	25	25	12.50	0
Property and Facilities	14.29	71.43	0	0	14.29	0
District Services	12.50	37.50	12.50	12.50	25	0
Waste and Recycling and Street Cleansing	18.8	9.09	4.55	22.7	45.45	0
Legal and Democratic (inc. Chief Executive's Office)	45.45	54.55	0	0	0	0
Corporate Support	0	20	40	20	20	0
HR	25	75	0	0	0	0
IT	16.67	0	66.67	16.67	0	0
Business Strategy and Performance	10	60	20	0	0	10

Thinking about top management (chief executive, directors and heads of service) to what extent do you agree with the following statements? – Please tick in the boxes below

Legend:
- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know/no opinion

Categories:
- Top management are regularly visible and accessible
- Top management have a clear vision of where LDC is going
- Top management act on the feedback they receive from employees
- Top management are interested in listening to employee opinions

Key Points

- Top management for the purposes of the survey is defined as the Chief Executive, Directors and Heads of Service.

- Across most of the council, 63% of staff agreed that top management are regularly visible and accessible, this is an increase from 44% in 2013.

- For Waste and Recycling and Street Cleansing the figure was 27.89%. This is an increase from 2013's figure of 18.4% (it is not possible to identify a direct comparison with 2013 as Waste and Recycling and Street Cleansing were within District Services). However, 0% in 2013 strongly agreed with this statement, compared to 18.8% in 2014.

- Over 50% of respondents strongly agreed or tended to agree that the top management have a clear vision for the council.

- In Waste and Recycling and Street Cleansing, 22.7% tend to agree and 45.45% strongly agreed that top management were regularly visible and accessible. For Planning, 43.48% tend to agree and 17.39% strongly agreed that top management were regularly visible and accessible.

- Planning had the lowest engagement, with 13.04% tending to agree that top management were regularly visible, and 0% strongly agreeing. IT (16.67%) and corporate support (20%) had similar figures.

- 30.4% of staff agreed that top management acted on the feedback they received from staff. This is a slight increase from 2013 figure of 26.9%, but more work may still need to be done to look at how the actions of our Senior Management Team are cascaded down through the staff and communicated to all. The establishment of eCMT may help to achieve this over the coming year.

- Staff in Business Strategy and Performance, Legal and Democratic Services (inc. Chief Executive's Office) and Property and Facilities felt the best engagement from top management.

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 (%)
Total LDC	14.5	41.7	15.4	20.6	6.5	0.9
Housing	9.38	43.75	12.50	25	9.38	0
Environmental Health	11.11	38.89	27.78	16.67	5.56	0
Planning (inc. Policy and Development Control)	0	52.17	21.74	17.39	4.35	4.35
Revenues and Benefits	23.08	38.46	15.38	23.08	0	0
Finance	0	53.85	15.38	23.08	0	7.69
Regeneration	12.50	37.50	25	25	0	0
Property and Facilities	57.14	28.57	0	14.29	0	0
District Services	12.50	62.50	0	12.50	12.50	0
Waste and Recycling and Street Cleansing	13.64	18.18	22.73	9.09	36.36	0
Legal and Democratic (inc. Chief Executive's Office)	27.27	45.45	9.09	18.18	0	0
Corporate Support	10	30	0	50	10	0
HR	50	50	0	0	0	0
IT	0	50	50	0	0	0
Business Strategy and Performance	30	50	0	20	0	0

Change here is well managed

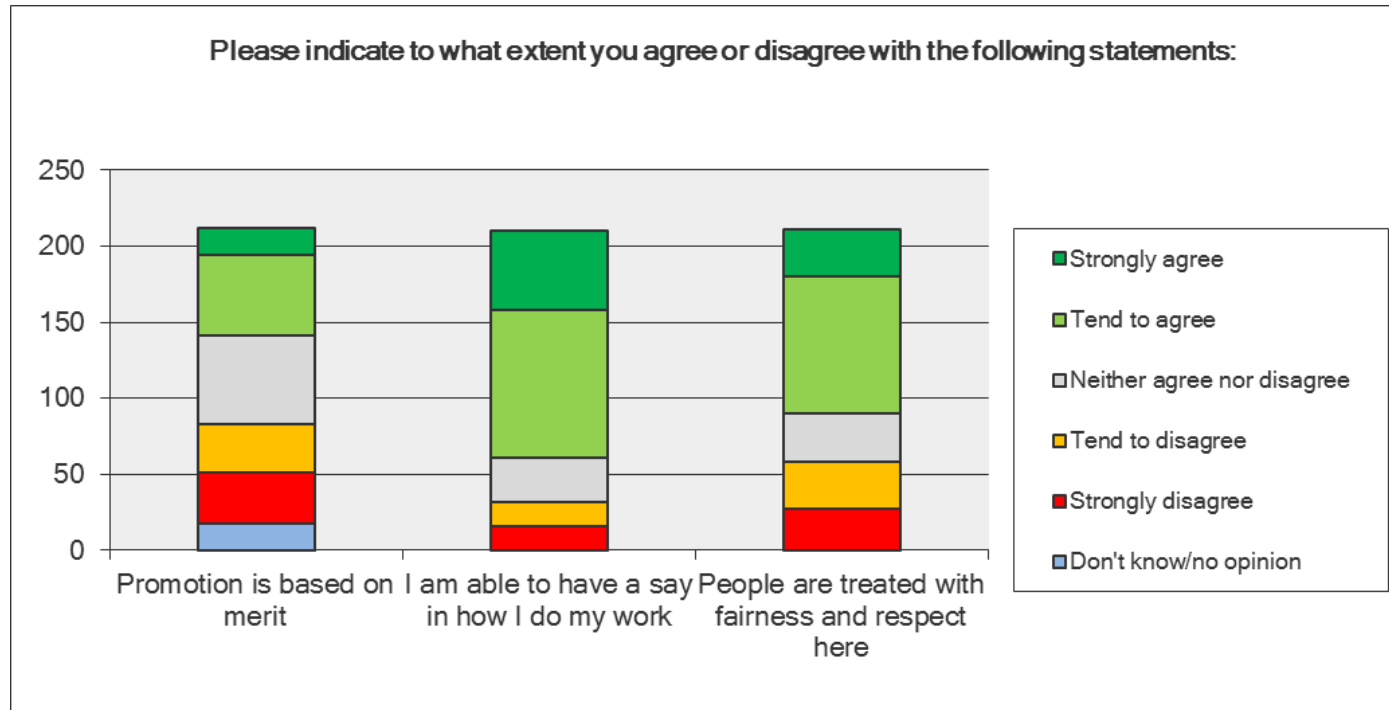|	Strongly Agree (%)	Tend to Agree (%)	Neither Agree nor Disagree (%)	Tend to Disagree (%)	Strongly Disagree (%)	Don't know/No opinion (%)
Total LDC	6.6	25.7	22.8	23.3	18	3.3
Housing	3.13	18.75	28.13	25	25	0
Environmental Health	0	17.65	47.06	25.53	11.76	0
Planning (inc. Policy and Development Control)	0	34.78	30.43	8.70	21.74	4.35
Revenues and Benefits	7.69	7.69	30.77	46.15	7.69	0
Finance	0	33.33	25	25	8.33	8.33
Regeneration	12.50	37.50	0	12.50	25	12.50
Property and Facilities	42.86	28.57	0	0	14.29	14.29
District Services	0	37.50	25	12.50	12.50	12.50
Waste and Recycling and Street Cleansing	0	27.27	9.09	22.73	40.91	0
Legal and Democratic (inc. Chief Executive's Office)	27.27	36.36	9.09	27.27	0	0
Corporate Support	0	10	20	20	50	0
HR	25	75	0	0	0	0
IT	0	33.33	33.33	33.33	0	0
Business Strategy and Performance	20	30	20	10	0	20

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 (%)
Total LDC	6.6	18.6	20	25.8	26.7	1.9
Housing	3.13	18.75	37.50	15.63	25	0
Environmental Health	5.88	17.65	23.53	17.65	32.29	0
Planning (inc Policy and Development Control)	0	13.04	8.70	43.48	26.09	8.70
Revenues and Benefits	7.69	15.38	15.38	30.77	30.77	0
Finance	0	16.67	25	16.67	33.33	8.33
Regeneration	12.50	12.50	0	50	25	0
Property and Facilities	14.29	28.57	28.57	14.29	14.29	0
District Services	12.50	50	0	25	12.50	0
Waste and Recycling and Street Cleansing	4.55	13.64	13.64	22.73	40.91	4.55
Legal and Democratic (inc Chief Executive's Office)	18.18	27.27	27.27	27.27	0	0
Corporate Support	0	20	10	20	50	0
HR	25	75	0	0	0	0
IT	0	16.67	33.33	33.33	16.67	0
Business Strategy and Performance	10	40	40	10	0	0

Key Points

- Overall, figures were similar to the 2013 survey, with 56.2% agreeing to some degree with the statement "the reasons for change are well communicated to me" (slight increase on 2013's figure of 54%). There has also been a slight increase in staff feeling that reasons for change are well communicated.

- 36.36% of Waste and Recycling and Street Cleansing staff strongly disagreed that the reasons for change were well communicated to them.

- 40.91% of Waste and Recycling and Street Cleansing staff strongly disagreed that change here was well managed and felt they could influence change.

- Across the whole council, the same figure as 2013 (24%) stated that staff felt they could influence change.

- Over 85% of staff in Property and Facilities felt that the reasons for change were well communicated to them to some degree, with 80% of staff in Business Strategy and Performance.

- 70% of Planning staff tended to disagree or strongly disagreed that they felt they could influence change

- 100% of HR staff felt that the reasons for change were well communicated to them, change was well managed and that they could influence change to some degree.

Promotion/say/fairness

Please indicate to what extent you agree or disagree with the following statements:

Legend:
- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know/no opinion

Categories:
- Promotion is based on merit
- I am able to have a say in how I do my work
- People are treated with fairness and respect here

"People are treated with fairness and respect"– responses by department

	Strongly Agree (%)	Tend to Agree (%)	Neither Agree nor Disagree (%)	Tend to Disagree (%)	Strongly Disagree (%)	Don't know/No opinion (%)
Total LDC	14.6	42.6	15.1	14.6	12.7	0
Housing	6.25	43.75	6.25	18.75	25	0
Environmental Health	16.67	55.56	0	22.22	5.56	0
Planning (inc. Policy and Development Control)	13.04	52.17	17.39	17.39	0	0
Revenues and Benefits	7.69	38.46	30.77	15.38	7.69	0
Finance	7.69	38.46	23.08	23.08	7.69	0
Regeneration	25	25	12.50	0	37.50	0
Property and Facilities	42.86	28.57	0	14.29	14.29	0
District Services	28.57	28.57	42.86	0	0	0
Waste and Recycling and Street Cleansing	4.55	36.36	13.64	13.64	31.82	0
Legal and Democratic (inc. Chief Executive's Office)	27.27	63.64	9.09	0	0	0
Corporate Support	0	40	20	10	30	0
HR	50	25	25	0	0	0
IT	0	50	0	10	0	0
Business Strategy and Performance	40	50	0	10	0	0

Key Points

- Over 50% of respondents agree that people are treated with fairness and respect at LDC, a similar number to 2013.

- No departments fall below 40% a, and agreement with the statement that staff are treated with fairness and respect was more than in 2013 across all departments.

- 45.46% of Waste and Recycling and Street Cleansing tended to or strongly disagreed that people were treated with fairness and respect at the council.

- Some departments have high scores, 90% of staff in Business Strategy and Performance and Legal and Democratic Services (incl. Chief Executive's Office) strongly or tended to agree that staff were treated with fairness and respect at the council

- 37.50% of staff in regeneration strongly disagreed that staff were treated with fairness and respect at the council.

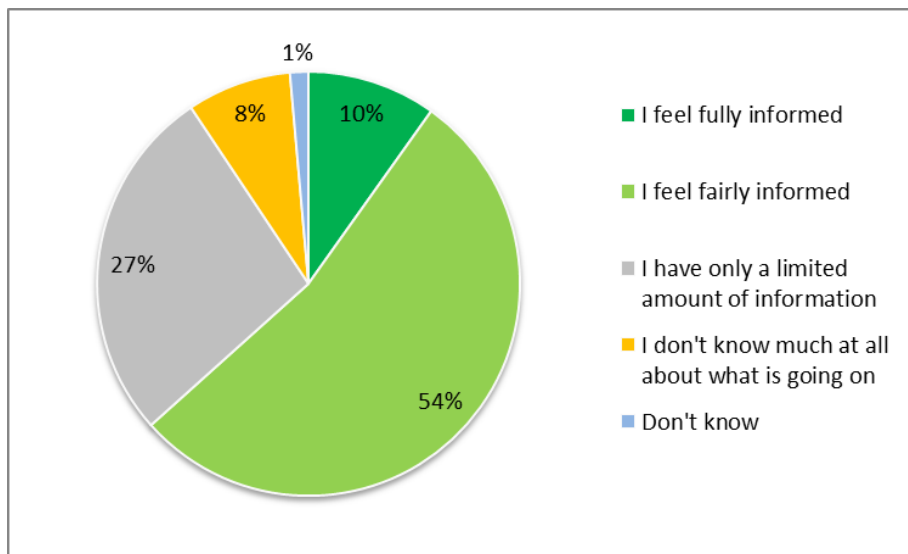## Speaking highly/critically of the council
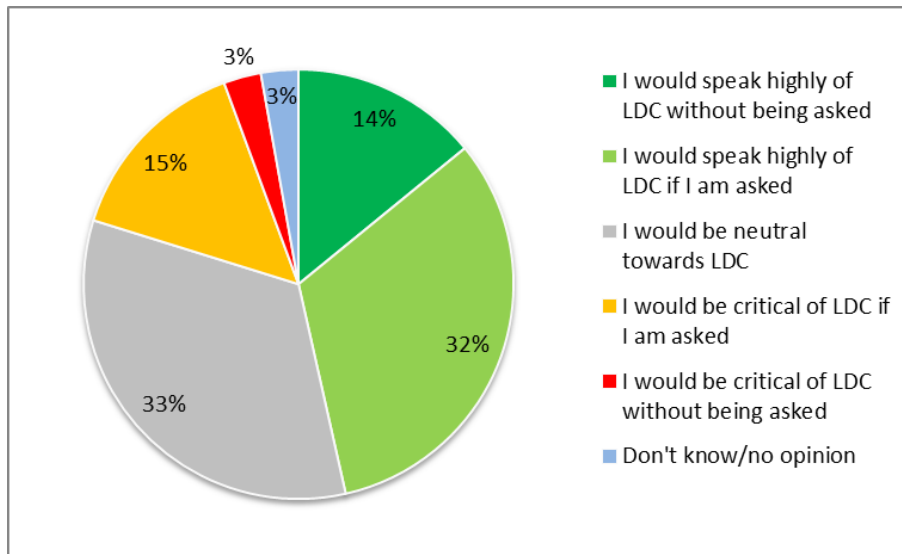
	I would speak highly of LDC without being asked (%)	I would speak highly of LDC if I am asked (%)	I would be neutral towards LDC (%)	I would be critical of LDC if I am asked (%)	I would be critical of LDC without being asked (%)	Don't know/ no opinion (%)
Total LDC	14	32.3	33.3	14.5	2.8	2.8
Housing	18.75	21.88	40.63	18.75	0	0
Environmental Health	5.56	50	22.22	11.11	5.56	5.56
Planning (inc. Policy and Development Control)	17.39	26.09	39.13	8.70	0	8.70
Revenues and Benefits	0	46.15	46.15	7.69	0	0
Finance	0	15.38	61.54	23.08	0	0
Regeneration	25	25	25	25	0	0
Property and Facilities	58.58	28.57	28.57	14.29	0	0
District Services	12.50	37.50	37.50	12.50	0	0
Waste and Recycling and Street Cleansing	4.55	40.91	36.36	4.55	4.55	9.09
Legal and Democratic (inc. Chief Executive's Office)	27.27	54.55	9.09	0	0	9.09
Corporate Support	10	0	20	40	30	0
HR	50	50	0	0	0	0
IT	16.67	33.33	33.33	16.67	0	0
Business Strategy and Performance	30	50	10	0	0	10

Key Points

- Most departments had a response over 50% stating they would speak highly of LDC (either without being asked or being asked) –The average for the council is 46.3%, a very similar figure to 2013 (47.7%).

- Finance and Corporate Support had very low numbers of staff stating they would speak highly of LDC (either without being asked or being asked, 15.38% and 10% respectively).

- Business Strategy and Performance (80%), Property and Facilities (87.15%), HR (100%) and Legal and Democratic Services (including Chief Executive's Office) (81.82%) contained the staff members most likely to speak highly of the council (either without being asked or being asked).

To what extent do staff feel informed?

Pie chart legend:
- I feel fully informed — 10%
- I feel fairly informed — 54%
- I have only a limited amount of information — 27%
- I don't know much at all about what is going on — 8%
- Don't know — 1%

How Informed – by department

	I feel fully informed (%)	I feel fairly informed (%)	I only have a limited amount of information (%)	I don't know much at all about what is going on (%)	Don't know / no opinion (%)
Total -LDC	9.8	53.5	27.2	7.9	14.2
Housing	6.25	56.25	25	12.50	0
Environmental Health	5.56	50	38.89	0	5.56
Planning (inc. Policy and Development Control)	4.35	56.52	30.43	4.35	4.35
Revenues and Benefits	7.69	69.23	23.08	0	0
Finance	0	69.23	23.08	7.69	0
Regeneration	25	37.50	37.50	0	0
Property and Facilities	0	85.71	14.29	0	0
District Services	12.50	50	12.50	25	0
Waste and Recycling and Street Cleansing	9.09	18.18	40.91	31.82	0
Legal and Democratic (inc. Chief Executive's Office)	18.18	54.55	18.18	9.09	0
Corporate Support	10	50	40	0	0
HR	50	50	0	0	0
IT	0	83.33	10	0	0
Business Strategy and Performance	40	50	10	0	0

Key Points

- 63.3% of staff felt fairly or fully informed, which in a time of change is good, and this is 10% more than in 2013.

- In all departments, over 50% of staff feel fully or fairly informed, with the exception of Waste and Recycling and Street Cleansing. Only 27.27% felt fully or fairly informed which is very similar to in 2013, and needs to be addressed. 72% of Waste and Recycling and Street Cleansing staff felt they only had a limited amount of information, or they did not know much at all about what was going on.

- 38.89% of staff in Environmental Health feel that they only have a limited amount of information, as did 37.50% of staff in Regeneration.

- Again, some departments scored very highly in this question – HR (100%), Business Strategy and Performance (90%), IT (83.33%) and Property and Facilities (85.71%).

My immediate manager/supervisor creates a workplace where I feel supported

	Always applies (%)	Usually applies (%)	Sometimes applies (%)	Never applies (%)	Don't know / no opinion (%)
Total LDC	41.7	34.7	20.1	2.8	0.4
Housing	28.13	31.25	31.25	9.38	0
Environmental Health	38.89	38.89	22.22	0	0
Planning (inc Policy and Development Control)	52.17	34.78	13.04	0	0
Revenues and Benefits	38.46	38.46	23.08	0	0
Finance	38.46	53.85	7.69	0	0
Regeneration	37.50	25	25	12.50	0
Property and Facilities	42.86	42.86	0	14.29	0
District Services	12.50	62.50	25	0	0
Waste and Recycling and Street Cleansing	9.09	31.82	50	4.55	4.55
Legal and Democratic (inc Chief Executive's Office)	72.73	27.27	0	0	0
Corporate Support	70	30	0	0	0
HR	75	25	0	0	0
IT	50	33.33	16.67	0	0
Business Strategy and Performance	90	10	0	0	0

Key Points

- For Waste and Recycling and Street Cleansing, 40.09% stated their immediate manager/supervisor created a workplace where they felt supported. On average for the rest of the Council the figure was approximately 80%. This is an increase from 2013 where 74.5% supported by managers/supervisors.

- In 2013 Waste and Recycling were counted as part of District Services in the staff survey. In 2013, 52.5% stated their immediate manager/supervisor created a workplace where they felt supported; the 40.09% figure in point 1 may indicate a drop in 2014 for waste and recycling staff.

- 100% of staff in Business Strategy and Performance, Corporate Support, Legal and Democratic Services (inc. Chief Executive's Dept.) and HR felt that their immediate manager/supervisor created a workplace where they felt supported.

Appraisals/Team Meetings

**Have you had an appraisal in the last 12 months?**
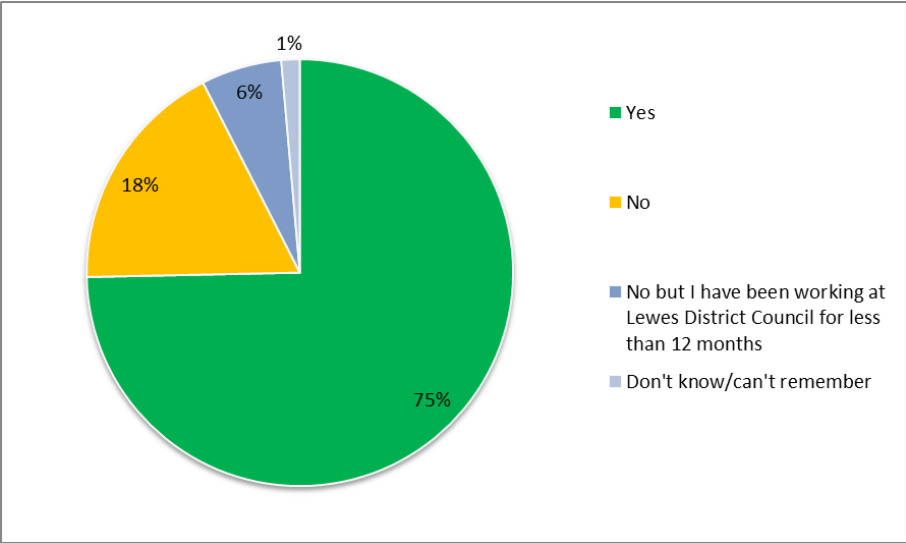
Appraisals – by department

	Yes (%)	No (%)	No, but have worked at LDC for less than 12 months (%)	Don't know/ can't remember (%)
Total for LDC	74.6	17.8	6.1	1.4
Housing	59.38	31.25	6.25	3.13
Environmental Health	77.78	16.67	5.56	0
Planning (inc Policy and Development Control)	82.61	13.04	4.35	0
Revenues and Benefits	76.92	15.38	7.69	0
Finance	69.23	30.77	0	0
Regeneration	75	12.50	12.50	0
Property and Facilities	42.86	42.86	0	0
District Services	87.50	12.50	0	0
Waste and Recycling and Street Cleansing	86.36	9.09	0	4.55
Legal and Democratic (inc Chief Executive's Office)	90.91	0	9.09	0
Corporate Support	100	0	0	0
HR	100	0	0	0
IT	0	83.33	16.67	0
Business Strategy and Performance	80	0	20	0

Team Meeting – Have you had one in the last 3 months?

Responses in 2013

- Yes
- No

82%
18%
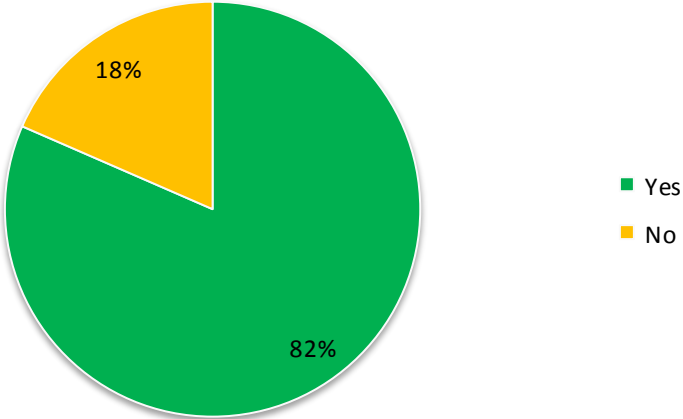
Responses in 2014

- Yes
- No

94%
6%
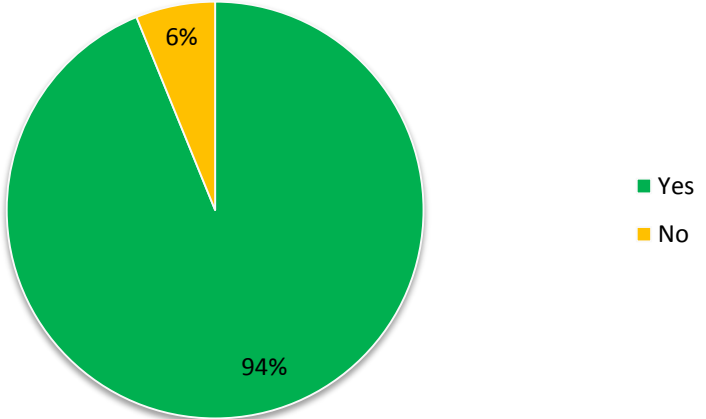
	Yes (%)	No (%)	No, but have worked at LDC for less than 3 months (%)	Don't know/ can't remember (%)
Total for LDC	93	6.1	0.5	0.5
Housing	87.50	12.50	0	0
Environmental Health	88.89	11.11	0	0
Planning (inc Policy and Development Control)	95.65	4.35	0	0
Revenues and Benefits	100	0	0	0
Finance	100	0	0	0
Regeneration	100	0	0	0
Property and Facilities	85.71	14.29	0	0
District Services	87.50	14.29	0	0
Waste and Recycling and Street Cleansing	81.82	13.64	0	4.55
Legal and Democratic (inc Chief Executive's Office)	100	0	0	0
Corporate Support	100	0	0	0
HR	100	0	0	0
IT	83.33	0	16.67	0
Business Strategy and Performance	100	0	0	0

Key Points

- There has been a slight increase in the number of staff receiving appraisals – an increase of just under 5%.

- IT's results showed that no staff were receiving an appraisal (83.33% of staff were eligible). Some other departments recorded low numbers, Finance (30.77%), Property and Facilities (42.86%) and Housing (31.25%).

- There has been an increase in the numbers of team meetings. In Finance this increased from 75% in 2013 to 100% in 2014. Many departments had a 100% return (Business Strategy and Performance, IT, HR, Corporate Support, Legal and Democratic (inc. Chief Executive's Office), Regeneration and Revenues and Benefits). Across the board, all departments had an increase in team meetings, with a 13% increase from 2013 across the council.

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 (%)	No (%)	Don't know/ can't remember (%)
Total for LDC	61	12.7	7.5	16	2.8
Housing	59.38	9.38	6.26	15.63	9.38
Environmental Health	61.11	16.67	11.11	11.11	0
Planning (inc. Policy and Development Control)	65.22	13.04	4.35	13.04	4.35
Revenues and Benefits	61.54	30.77	0	7.69	0
Finance	46.15	15.38	15.38	23.08	0
Regeneration	62.50	12.50	12.50	12.50	0
Property and Facilities	71.43	0	28.57	0	0
District Services	50	0	25	25	0
Waste and Recycling and Street Cleansing	59.09	4.55	0	31.82	4.55
Legal and Democratic (inc. Chief Executive's Office)	54.55	27.27	0	18.18	0
Corporate Support	30	30	10	30	0
HR	50	25	25	0	0
IT	33.33	33.33	0	16.67	16.67
Business Strategy and Performance	90	0	0	10	0

<u>Key Points</u>

- This was a new question for 2014, therefore there is no comparison to previous years.

- Most people wanted to attend these, including those who were unable (68.5%).

Bullying/Harassment

	Experienced (n)	Witnessed (n)	Personal knowledge of (n)
Total for LDC	26	13	18
Housing	3	1	2
Environmental Health	2	1	0
Planning (inc. Policy and Development Control)	2	0	0
Revenues and Benefits	4	3	3
Finance	1	0	0
Regeneration	3	3	2
Property and Facilities	1	0	0
District Services	3	0	1
Waste and Recycling and Street Cleansing	5	3	4
Legal and Democratic (inc. Chief Executive's Office)	0	0	0
Corporate Support	0	0	4
HR	0	0	0
IT	1	0	0
Business Strategy and Performance	0	0	0

Type of Harassment and by whom

	Actual Number
Experienced	26
Witnessed	13
Personal Knowledge of	18

	Staff	Manager	Service user	Member	Partner	Policy/process
Was this related to:						
Age	1	0	0	0	0	0
Caring responsibilities	0	1	0	0	0	1
Disability	0	0	0	0	0	0
Ethnicity	0	0	1	0	0	0
Gender	0	0	0	0	0	0
Religion or belief	0	0	0	0	0	0
Sexual orientation	0	0	1	0	0	0
Transgender	0	0	0	0	0	0
Other	17	12	2	2	0	2

Reporting of bullying/harassment – was the most recent incident you experienced or witnessed reported?

|	Actual Number
Yes, formally	16
Yes, informally	14
No	19
Don't know/can't remember	8

Key Points

- Actual numbers have been used for this question, as it is a more accurate reflection of the situation at LDC.

- It was made mandatory to answer the initial question following very low response rate to the same question in 2013. The follow-up questions on this subject were not mandatory.

- 52.6% of staff said they had reported any incidents witnessed which indicates that staff feel that LDC would take action, but more work could be done to ensure staff feel it is a safe environment to report incident of bullying or harassment.

- Discrimination by staff in relation to gender and caring responsibilities has reduced from 2013

- 35 incidents of bullying or harassment were categorised under "other". Some work could be undertaken to examine against what other characteristics staff felt discrimination was occurring.

- There is a slight increase from 2013. However in 2013 this question was not mandatory, therefore a large amount of staff skipped the question, which means a comparison cannot be fully accurate.

Do staff feel supported during emotionally demanding work?

	Yes always (%)	Yes most of the time (%)	Not always (%)	Never (%)	Don't feel this is applicable in my role (%)
Total for LDC	16	33.8	29.1	4.2	16.9
Housing	21.88	25	37.50	6.25	9.38
Environmental Health	0	50	33.33	5.56	11.11
Planning (inc Policy and Development Control)	26.09	47.83	17.39	0	8.70
Revenues and Benefits	7.69	30.77	53.85	0	7.69
Finance	15.38	46.15	23.08	0	15.38
Regeneration	12.50	25	37.50	0	25
Property and Facilities	42.86	28.57	0	14.29	14.29
District Services	0	12.50	50	12.50	25
Waste and Recycling and Street Cleansing	0	22.73	36.36	13.64	27.27
Legal and Democratic (inc Chief Executive's Office)	18.18	54.55	9.09	0	18.18
Corporate Support	0	70	10	0	20
HR	50	25	25	0	0
IT	16.67	33.33	0	0	50
Business Strategy and Performance	30	40	0	0	30

Pressured to work long hours?

Pie chart:
- Yes, often: 22%
- Yes, but not often: 30%
- No: 47%
- Don't know/can't remember: 1%
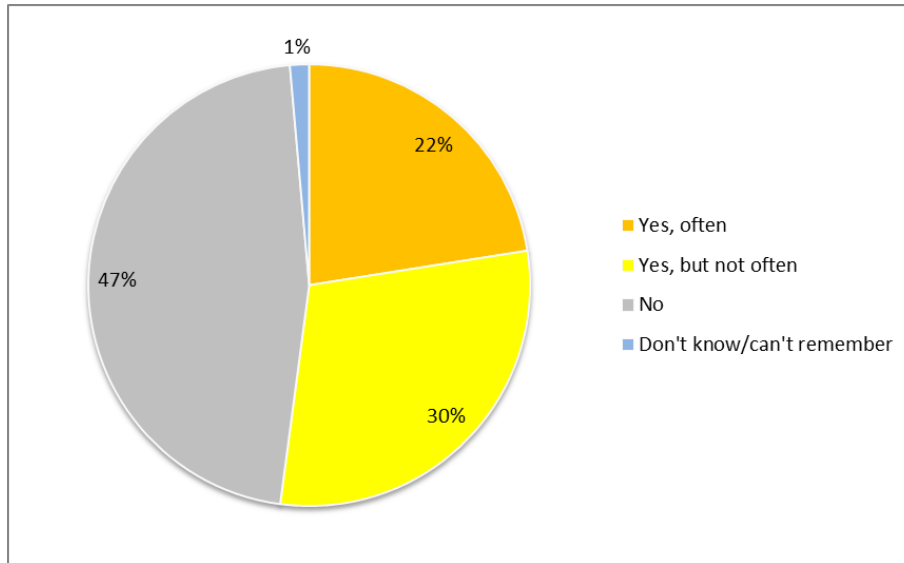
Those who were pressurised to work more hours, is this more than less than last year?

	%
Definitely more	39.1
Occasionally more	27
The same as the year before	21.7
Less than the year before	1.7
Don't know	10.4

Knowledge of counselling services?

Pie chart legend:
- I am aware of the service and would consider using it — 43%
- I am aware of the service and would not consider using it — 44%
- I am not aware of this service — 11%
- Don't know/can't remember — 2%
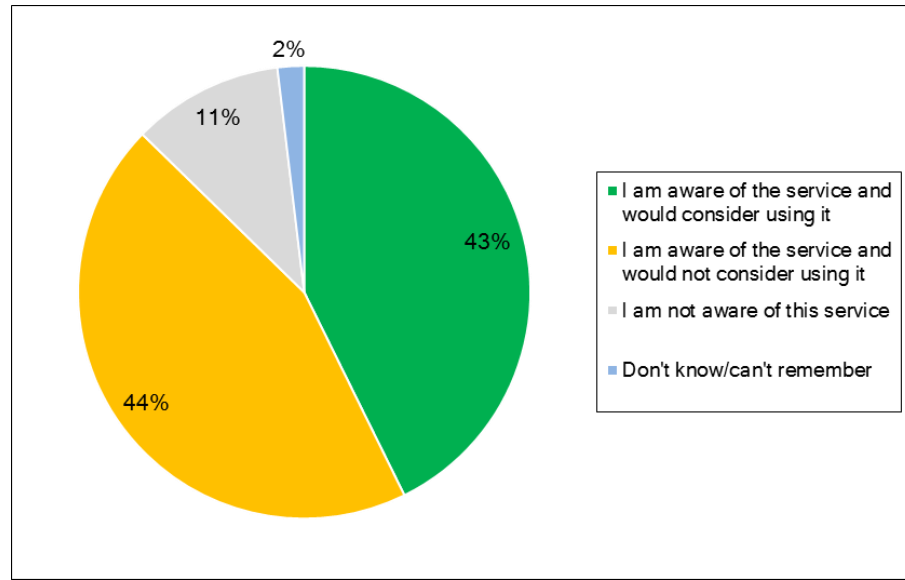
Key Points

- These questions were new for 2014 – therefore there is no comparison to 2013.

- 60% of staff feel supported at least most of the time during emotionally demanding work, though 53.85% of Revenues and Benefits staff do not always feel supported.

- More than 50% of staff felt that they were pressured to work long hours at some point, with an increase of 39.1% from how they felt last year.

- 87% of staff are aware of the counselling services, but 44% would not consider using it.

Staff comments

General – 45 text based responses

Issue	Frequency
Pace of change too fast – adverse effect on getting the job done, adverse impact on customers, increased pressure/demands on staff	7
Consultation/communication with staff needs improvement – timing/content/volume	7
Happy here, friendly place, supportive, helpful colleagues	5
Council has changed for the worse / low morale / stress	5
Top management distant / not engaging with staff	5
Too much kept from staff, leading to loss of trust	3
Not taking in to account staff experience / loss of experience with staff leaving/redundant	3
Issues with working environment/agile working	3
Changes are good and appreciate they are needed to serve our customers better	2
Survey does not ask enough about satisfaction, attitudes and motivation	1

Staff's experience of change – 52 responses

Issue	Frequency
Negative impact on staff – uncertainty/low morale/stress	12
Lack of consultation/communication with staff	9
Trying to do too much at once/too rushed – not enough time to do it	8
Lost layers of management a problem - creating stress on staff /working unpaid hours	5
Process being communicated well – especially by line managers	4
Change driving out good/experienced people, eroding good will	3
Don't think it will benefit customers (seen as all about money)	2
Poor management of change	2
Agile working not working – shortage of meeting rooms and quiet spaces	2
Need more support through change	2
Equal ops being ignored	1

Use of counselling service – 48 responses

Issue	Frequency
No need for it	14
Used, or would use, other service / other support	10
Lack of trust about confidentiality	9
Did not think it would address the issues	3
Lack of time	3
Not sure how to request it confidentially – would not want people to know	2
Used it – did not meet needs	1
Was not made aware of it	1
Would use it if needed it	1