



CHILDREN, YOUNG PEOPLE AND EDUCATION CABINET BOARD

*Immediately Following Scrutiny Committee on
THURSDAY, 11 FEBRUARY 2016*

COMMITTEE ROOMS 1/2, PORT TALBOT CIVIC CENTRE

PART 1

1. To agree the Chairman for this Meeting
2. To receive any declarations of interests from Members
3. To receive the Minutes of the previous Children, Young People and Education Cabinet Boards held on the 3rd December and 14th January 2016 (*Pages 3 - 12*)
4. To receive the Forward Work Programme 2014/15 (*Pages 13 - 16*)

To receive the Report of the Head of Corporate Strategy and Democratic Services

5. Children's Services Staff Survey (*Pages 17 - 66*)

To receive the Reports of the Head of Participation

6. Contract variation for NPT Works (*Pages 67 - 70*)
7. Childcare Facilities within Schools in Neath Port Talbot (*Pages 71 - 82*)

8. Neath Port Talbot Music Service (West Glamorgan Music Service)
(Pages 83 - 94)

To receive the Report of the Head of Transformation

9. Access arrangements - Welsh Medium Schools (Pages 95 - 106)
10. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Statutory Instrument 2001 No 2290 (as amended)
11. Access to Meetings - to resolve to exclude the public for the following items pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001 No. 2290 and the relevant exempt paragraphs of Part 4 of Schedule 12A to the Local Government Act 1972.

PART 2

To receive the Private Report of the Director of Social Services, Health and Housing (Exempt Under Paragraph 14)

12. Hillside Fees and Charges Report (Pages 107 - 108)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Thursday, 4th February 2016

Cabinet Board Members:

Councillors: P.A.Rees and P.D.Richards

Notes:

- (1) *If any Cabinet Board Member is unable to attend, any other Cabinet Member may substitute as a voting Member on the Committee. Members are asked to make these arrangements direct and then to advise the committee Section.*
- (2) *The views of the earlier Scrutiny Committee are to be taken into account in arriving at decisions (pre decision scrutiny process).*

This page is intentionally left blank

EXECUTIVE DECISION RECORD
CABINET BOARD - 3 DECEMBER 2015
CHILDREN, YOUNG PEOPLE AND EDUCATION

Cabinet Board Members:

Councillors: E.V.Latham (Chairperson) and J.Rogers

Officers in Attendance:

A.Thomas, J.Hodges and Mrs.J.Woodman-Ralph

1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Cllr.E.V.Latham be appointed Chairperson for the meeting.

2. **MINUTES OF THE PREVIOUS CHILDREN, YOUNG PEOPLE AND EDUCATION CABINET BOARD HELD ON 22 OCTOBER, 2015**

Decision:

Noted by the Committee

3. **FORWARD WORK PROGRAMME 2014/15**

Decision:

Noted by the Committee

4. **PERFORMANCE INDICATOR DATA - QUARTER 2 INCLUDING THE KEY PRIORITIES INDICATORS**

Decision:

That the report be noted.

5. **EDUCATION PERFORMANCE INDICATOR DATA - QUARTER 2**

Decision:

That the report be noted.

6. **ALL COMPOSITE DATA ON PUPIL PERFORMANCE 14 - 15 (ANNUAL REPORT)**

Decision:

That the report be noted.

7. **SCHOOLS ADMISSIONS POLICY 17/18 PERMISSION TO CONSULT**

Decision:

That the School Admissions arrangements as contained in the circulated report for 2017/2018 be approved for consultation.

Reason for Decision:

To enable the Authority to meet its statutory duties.

Implementation of Decision

The decision will be implemented after the three day call-in period.

8. **RE-ORGANISATION AND INCLUSION OF THE PROVISION OF PUPILS WHO RECEIVE THEIR EDUCATION OTHERWISE THAN AT SCHOOL**

Decisions:

1. That Officers amend the Equality Impact Assessment to reflect the changes discussed in the Scrutiny Committee held prior to the Cabinet Board and that having given due regard to the amended Equality Impact Assessment the following be approved:
2. That the Council's Engage Service close;

3. Alternative arrangements be developed for pupils who would receive their education via the Education Outside of the School setting and Engage Service through a suitable provision which would be managed by the governing body of the school(s) to be confirmed at a site(s) to be identified;
4. Delegated authority be granted to the Head of Transformation to confirm the school(s) to manage the alternative provision and to identify the site(s).

Reasons for Decisions:

1. To enable the Local Authority to support schools in providing an inclusive education for all pupils.
2. To enable the Local Authority to ensure that pupils who have to be taught out of school due to exclusion, health or social, emotional, behavioural difficulties receive an education appropriate to their needs.

Implementation of Decisions:

The decisions will be implemented after the three day call-in period.

9. **ESTYN INSPECTION OF HILLSIDE SECURE CENTRE**

Decision:

That the report be noted.

10. **ACCESS TO MEETINGS**

Decision:

That pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001. No. 2290, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraphs 13 and 14 of Part 4 of Schedule 12A to the Local Government Act 1972

11. **HILLSIDE MANAGERS REPORT EXEMPT UNDER PARAGRAPH 13**

Decision:

That the report be noted.

12. **HILLSIDE (THE CHILDREN'S HOME (WALES))**

Decision:

That the report be noted.

13. **CHILDREN AND YOUNG PEOPLE SERVICES SUPPORTED
ACCOMMODATION NEEDS UPDATE**

Decision:

That the report be noted.

CHAIRPERSON

EXECUTIVE DECISION RECORD
CABINET BOARD – 14 JANUARY, 2016
CHILDREN, YOUNG PEOPLE AND EDUCATION

Cabinet Members:

Councillors: P.A.Rees and P.D.Richards (Chairperson)

Officers in Attendance:

A.Jarrett, Ms.A.Flynn and Mrs.J.Woodman-Ralph

1. **APPOINTMENT OF CHAIRPERSON**

Agreed that Cllr. P.D.Richards be appointed Chairperson for the meeting.

2. **MINUTES OF THE PREVIOUS CHILDREN, YOUNG PEOPLE AND EDUCATION CABINET BOARD HELD ON 3 DECEMBER, 2015**

Decision:

It was agreed that this item be deferred to the next meeting due to both Cllr.P.D.Richards and Cllr.P.A.Rees not being present at the meeting on the 3 December 2015.

3. **FORWARD WORK PROGRAMME 2014/15**

Decision:

Noted by the Committee

4. **HILLSIDE SECURE CHILDREN'S HOME - CSSIW INSPECTION**

Decision:

That the report be noted.

5. **ESTABLISHMENT OF A TEMPORARY GOVERNING BODY FOR THE NEW ALL-THROUGH WELSH-MEDIUM SCHOOL REPLACING YG YSTALYFERA AND YGG Y WERN SCHOOLS**

Decisions:

1. That a governing body for the proposed new 3 – 18 'all-through' community Welsh – medium school replacing YG Ystalyfera and YGG Y Wern be established as detailed in the circulated report;
2. That approval be granted to include a staff governor on the temporary governing body as detailed above.
3. That parent governors be appointed by the current governing bodies, four from YG Ystalyfera and two from YGG Y Wern;
4. That one teacher and one staff governor be appointed by YG Ystalyfera governing body and one teacher governor by YGG Y Wern governing body;
5. That the recommendation as outlined in Paragraph Number 13 (b) (iii) of the circulated report in relation to delegated authority be withdrawn from consideration at today's meeting.

Reason for Decisions:

To enable the Local Authority to comply with legislative requirements for the establishment of a new school.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

6. **ESTABLISHMENT OF A TEMPORARY GOVERNING BODY FOR THE PROPOSED NEW PRIMARY SCHOOL REPLACING MELIN INFANT AND MELIN JUNIOR SCHOOLS**

Decisions:

1. That a temporary governing body for the proposed new 3-11 'all through' community primary school replacing Melin Infant and Melin Junior Schools be established as detailed in the circulated report;
2. That a staff governor be appointed to the temporary governing body;
3. That parent governors be appointed by the current infant and junior school governing bodies, two from each respectively;
4. That one teacher and one staff governor be jointly appointed by the current infant and junior school governing bodies, should there be no mutual agreement between the two current governing bodies as to the identification of the individuals, the Director of Education, Leisure and Lifelong Learning be authorised to make the appointment from nominations submitted by each of the two governing bodies;
5. That the Local Authority Governor representatives be Cllr. John Miller, Cllr. Mrs. Sandra Miller and Cllr. Mrs. Sheila Penry.

Reason for Decisions:

To enable the Local Authority to comply with legislative requirements for the establishment of a new school.

Implementation of Decision:

The decisions will be implemented after the three day call in period.

7. **GOVERNANCE ARRANGEMENTS FOR THE NEW ALL THROUGH 3-16 SCHOOL REPLACING TRAETHMELYN PRIMARY, CWRT SART COMPREHENSIVE, GLANAFAN COMPREHENSIVE AND SANDFIELDS COMPREHENSIVE SCHOOLS**

Decisions:

1. That the Instrument of Government, as detailed in Appendix A to the circulated report be approved, with the incorporation date of the 1 November, 2016 creating a permanent Governing Body;
2. That approval be granted for the name of the school to be Ysgol Bae Baglan.

Reason for Decisions:

To enable the Local Authority to comply with legislative requirements for the establishment of a new school.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

8. **PUPIL ATTENDANCE UPDATE REPORT**

Members received an overview of Pupil Attendance as detailed in the circulated report. Members were pleased with the increase in pupil school attendance which was the highest in both primary and secondary schools for a number of years. Members also noted that the December results which were not included in the circulated report showed the increase in attendance had continued.

Decision:

That the report be noted.

9. **UPDATE ON THE LOOKED AFTER CHILDREN'S STRATEGY**

Decision:

That the report be noted.

10. **UPDATE ON THE CSSIW ACTION PLAN**

Decision:

That the report be noted and that Members continue to monitor Children and Young People Services progress against the Care and Social Services Inspectorate Wales recommendations.

11. **ACCESS TO MEETINGS**

Decision:

That pursuant to Regulation 4 (3) and (5) of Statutory Instrument 2001 No.2290, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in exempt Paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972.

12. **SUPPORTED LODGINGS SERVICE - CONTRACT EXTENSION**

Decisions

1. That approval be granted to extend the term of the Service Level Agreement for Supported Lodgings Service with Dewis Limited for three calendar months from the 1 April to 30 June, 2016;
2. That, in addition, approval be granted for the Council to extend the Service Level Agreement on a monthly basis from the 1 July until the 30 September, 2016, if required.

Reasons for Decisions:

1. To ensure that the Local Authority complies with statutory obligations in providing a Supported Lodgings Service for Looked After Children, Children in Need or Care Leavers;
2. To allow an appropriate transition period for children and young people currently supported by Dewis, should the contract be given to another provider following the retendering process;
3. To allow for a sufficient timeframe for the respective service providers to undertake the necessary legal requirements should TUPE apply.

Implementation of Decisions:

The decisions will be implemented after the three day call in period.

13. **SCHOOL IMPROVEMENT PERFORMANCE, PRIORITIES AND CAPACITY**

Decision:

That the report be noted.

CHAIRPERSON

2015/2016 FORWARD WORK PLAN (DRAFT)

CHILDREN, YOUNG PEOPLE AND EDUCATION CABINET BOARD

Meeting Date and Time	Agenda Items	Type (Decision, Monitoring or Information)	Rotation (Topical, Annual, Biannual, Quarterly, Monthly)	Contact Officer/Head of Service
9th March 16	Children’s			
	P.I.Data – Quarter 3 Including Monthly Key Priority Indicators	Monitoring	Quarterly	David Harding/AJT
	Hillside Secure Centre Placement Fees 16/17	Information	Annual	Nick Jarman
	6 monthly Complaints Monitoring Report	Monitoring	6 monthly	Angela Thomas
	Market Position Statement (Children’s Services)	Decision	Topical	Nick Jarman/Aileen Flynn
	Education			
	P.I. Data - Quarter 3	Monitoring	Quarterly	Carl Glover/CM
	Schools Admissions Policy 17/18 Results of Consultation	Decision	Annual	Helen Lewis
	6 Monthly School Standard Monitoring Progress Report	Monitoring	6 Monthly	Helen Morgan-Rees/Chris Millis
	Inclusion Business Plans 16/17 (to include an overview of the 14/15	Decision	Annual	Andrew Thomas

Children, Young People and Education Cabinet Board – Forward Work Programme (DRAFT)

Meeting Date and Time	Agenda Items	Type (Decision, Monitoring or Information)	Rotation (Topical, Annual, Biannual, Quarterly, Monthly)	Contact Officer/ Head of Service
7th April 16	Children's			
	Family Support Strategy	Decision	Annual	Andrew Jarrett
	Fostering Inspection Report	Monitoring	Annual	Andrew Jarrett
	Changes to the Social Services and Wellbeing Act and introducing "When I am ready scheme"	Decision	Topical	Andrew Jarrett
	Hillside Education Provision Contract	Decision	Annual	Nick Jarman
	Local Safeguarding Annual Report	Monitoring	Annual	Nick Jarman
	Western Bay Youth Offending Board Data Report (Quarter 2)			
	Western Bay – Short Quality Screening (SQS) of Youth Offending work in Western Bay, Bridgend, NPT, Swansea LA areas.	Monitoring	Topical	Nick Jarman
	Education			
	Welsh in Education Strategic Plan 2016 (next 3 year plan)	Decision	3 yearly	C.Millis/Mike Daley
	Attendance Report – Jan, Feb, March	Monitoring	Quarterly	Andrew Thomas/ Hayley Lervy
	Music Review Report	Decision	Topical	Chris Millis
	School Terms and Holiday Dates 17/18 – 19/20	Decision	Annual	Andrew Thomas
	Student Awards Report	Monitoring	Annual	A.Thomas

Children, Young People and Education Cabinet Board – Forward Work Programme (DRAFT)

Meeting Date and Time	Agenda Items	Type (Decision, Monitoring or Information)	Rotation (Topical, Annual, Biannual, Quarterly, Monthly)	Contact Officer/ Head of Service
28th April 16	Children's			
	The Quality Care Report 14/15	Information	Annual	Delyth Berni/AJ
	Statement of Purpose 15/16	Monitoring	Annual	Delyth Berni/AJ
	Foster Carers Finance Policy	Decision	Annual	Andrew Jarrett
	Hillside Managers Report (6 monthly)	Monitoring	6 monthly	Mark Lazarus/NJ
	Hillside (The Children's Home (Wales) (6 monthly)	Monitoring	6 monthly	Mark Lazarus/NJ
	CYPS Monthly Key Priority Indicators	Monitoring	Monthly	Angela Thomas
	Education			
	Needs/Engagement Update	Monitoring	Annual	C.Millis

This page is intentionally left blank

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Children, Young People and Education Cabinet Board 11th February 2016

Report of the Head of Corporate Strategy and Democratic Services K.Jones

Matter for Information

Wards Affected: All Wards

Workforce Survey

Purpose of Report:

1. To report the findings of the workforce survey conducted in late 2015.

Executive Summary:

2. The 2015 workforce survey for Children and Young People Services offers information about the direction of travel in relation to staff retention and morale.
3. This is the fifth consecutive year that the survey has been administered within Children and Young People Services.
4. There were many areas where improvements have been made since the initial survey in 2011: recognition for work well done; communication; manageable workloads; training arrangements; adequate equipment/tools to do the job; feeling valued at work. All of these will have influenced overall levels of staff satisfaction with their work,
5. Areas where there has been a decline over the period include: people reporting that they understand why changes to their centre for working has changed.
6. Overall, the survey shows that the steps taken by the Council to bring stability to the social services workforce and to ensure staff are well supported to undertake their roles have resulted in a positive impact on retention and morale. The improvements that were reported in recent years have been sustained in this survey suggesting that the service is operating on a robust footing.

Background:

7. An annual workforce survey of the Children and Young People's Services workforce was established in 2011. The insight gleaned from the survey was an important factor in establishing why the service was struggling to recruit and retain a highly motivated workforce.
8. The survey has been repeated annually to gauge the impact of measures taken by the Council to stabilise the workforce and bring about the step change in performance identified as being necessary.
9. The survey has been run independently of the Service to encourage participation.
10. A report setting out the findings of the survey conducted in late 2015 is attached for the information of the Cabinet Board. The Children's Services Management Team have already been provided with the report to inform future workforce development plans.

Financial Impact:

11. There are no direct financial impacts arising from this work. The survey itself has been administered in-house within existing resources.

Equality Impact Assessment:

12. The Equality Act 2010 requires public bodies to "pay due regard to the need to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristics and persons who do not share it."

The Children and Young People's workforce is predominantly female and the work is principally concerned with children and young people. Consequently this report is relevant to the protected characteristic of age and whilst not itself producing an impact has the potential to

contribute towards a positive impact for these groups. It is also likely that similar impacts will apply for pregnant women, race, faith and disability as these characteristics will also be represented in the workforce.

Workforce Impact:

13. The survey is an important dataset which informs the workforce plans for Children and Young People Services.

Legal Impact:

14. An adequate workforce is necessary to ensure that the Council discharges its statutory duty to protect and promote the welfare of children and young people.

Crime and Disorder Impact:

15. There are no specific crime and disorder impacts which flow from this report.

Risk Management:

16. Unless the Council recruits, retains and develops a sufficient workforce there is a risk that children and young people are not safeguarded and their welfare not promoted. The Council has successfully responded to concerns raised by the Chief Inspector of the Care and Social Services Inspectorate for Wales in recent years. The continuation of the annual survey is important to ensure that the positive progress made continues to be built upon.

Consultation:

17. There is no requirement under the Constitution for consultation on this item.

Appendices:

21. Children and Young People Services Morale and Retention Questionnaire.

List of Background Papers:

22. None

Officer Contact:

30. Mrs Karen Jones, Head of Corporate Strategy and Democratic Services.

Tel: 01639 763284 or e-mail: k.jones3@npt.gov.uk

Mrs Anita James, Strategic Communications Officer.

[Tel:01639 763842](tel:01639763842) e-mail:a.james6@npt.gov.uk;

Children and Young People Services Morale & Retention Questionnaire

Final Report

January 2016

CONTENTS

- 1.0 Introduction
- 2.0 Questionnaire objectives
- 3.0 Methodology
- 4.0 Responses
- 5.0 Summary of Main Findings
- 6.0 Conclusions
- Appendix 1 - Copy of Questionnaire
- Appendix 2 - Comparison of results from each year from 2011 to 2015
- Appendix 3 - Responses broken down by staff group/category
- Appendix 4 - Linear Responses – 3 biggest pressures
- Appendix 5 - Linear Responses – Additional Comments

1.0 Introduction

- 1.1 The 2015 annual CYPS staff survey has taken place. It offers information about the direction of travel in relation to staff retention and morale issues within the service.
- 1.2 This edition of the survey marks the completion of five years of information gathering in this area. The survey offers an instant picture at the time it was run, but its real value is in the comparison of three complete years of data which provides a good source of information about the service's improvement journey in relation to workforce issues.
- 1.3 This report looks at the responses for 2015 and compares the results year on year to determine if there is any evidence of improvement / decline in any of the issues which had been identified in the first survey.

2.0 Questionnaire objectives

The purpose of the questionnaire were to capture information relating to staff retention and morale in Children and Young People Services and highlight any factors which might have influenced these.

2.1 The objectives of the 2015 survey were:

- To track how things have changed since the 2011, 2012, 2013 and 2014 surveys
- To find out which areas are showing improvement and identify where further improvements are needed
- To provide a picture of staff opinions to help us improve workforce issues and ultimately the service

3.0 Methodology

3.1 A self-completion questionnaire, originally developed in 2011 was made available via Objective, the Council's online consultation portal.

3.2 In order to maintain its impartiality, ownership of the questionnaire sits with the Chief Executive's Directorate.

3.3 The link to complete the online survey was promoted via 'In the Loop' the corporate staff newsletter and via the intranet. It was also emailed to all CYPS staff from the Head of Service and to admin officers who support CYPS.

3.4 Staff were asked to complete and submit the questionnaire electronically and were guaranteed anonymity. An option for respondents to include their name and contact information was given for those who wished to speak in confidence to someone about their answers to the survey or any of the issues raised in it.

3.5 The Questionnaire

3.5.1 The questionnaire (see Appendix 1) contains a number of sections covering the following areas:

Section 1 – Overall satisfaction & morale

Section 2 – The Council

Section 3 – My Team

Section 4 – Training and Development

Section 5 – Pay, Benefits and Recognition

Section 6 – Work Environment & Support

Section 7 – Communications within the service

Section 8 – Space for additional comments

3.5.2 For most of the questions, respondents were given a statement and asked to indicate whether they strongly agreed, agreed, disagreed, strongly disagreed or if they felt the question was not applicable or did not wish to answer.

3.6 Timing

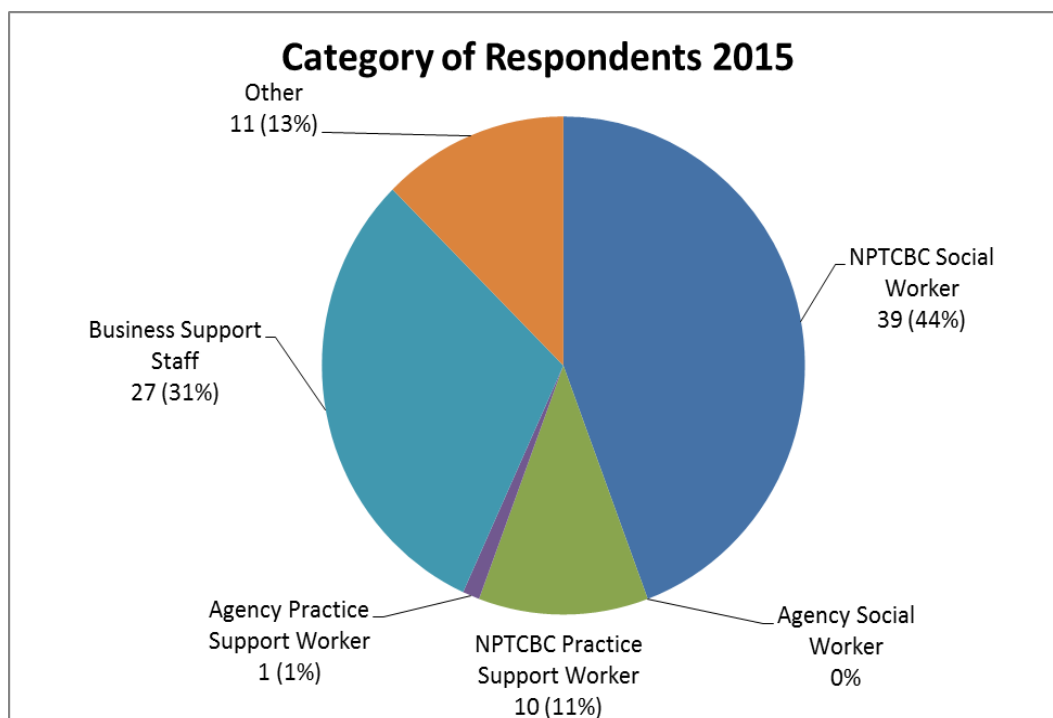
3.6.1 The survey opened on Tuesday 1st September 2015 and closed on Friday 2nd October 2015.

4.0 Who answered the survey?

4.1 At the time the survey closed, there were 265 staff working for CYPS (203 social care staff, 17 Team Around the Family staff, which had recently moved into CYPS, and 45 administrative staff).

4.2 A total of 88 completed and partially completed questionnaires were received that were admissible - a response rate of approximately 33.2%.

4.3 The respondents can be categorised as follows:



4.4 Of those who placed themselves in the 'other' category 3 were Young People Advisors, 2 were Team Managers, 1 from the Team around the Family, 1 Supervised Contact Worker, 1 complaints officer, 1 secretarial support administrator, 1 RCCO and 1 from Education.

4.5 A comparison between all of the responses from 2011, 2012, 2013, 2014 and 2015 can be found in Appendix 2, a breakdown of responses by staff group can be found in Appendix 3 and a complete list of responses to open ended questions can be found in Appendix 5.

4.6 It is useful to note that in relation to the length of service, more than half (61.36%) of those who responded in 2015 have been with the Council for more than 5 years. As such this group would have been with the Council during the lead up to the November 2012 inspection which resulted in the CSSiW invoking their Serious Concerns protocol and whilst the improvement work has been in progress.

5.0 Summary of Main Findings

5.1 Areas showing significant improvement

5.1.1 The latest edition of the survey reaffirms some of the patterns that were detected in the previous four years. However, there are a number of areas which have shown a marked improvement since 2011. The most notable improvements are:

In 2015...

<ul style="list-style-type: none"> • 76.13% strongly agreed or agreed with the statement 'I receive recognition for work well done' compared with 70.21% in 2014 and 33.7% in 2011 	↑ 42.43%
<ul style="list-style-type: none"> • 88.64% strongly agreed or agreed with the statement 'I am satisfied with my current working environment' compared with 71.28% in 2014 and 48.6% in 2011 	↑ 40.04%
<ul style="list-style-type: none"> • 73.86% strongly agreed or agreed with the statement 'my workload is manageable' compared with 72.34% in 2014 and 34.3% in 2011 	↑ 39.56%
<ul style="list-style-type: none"> • 68.18% strongly agreed or agreed with the statement 'the council understands what is going on in our service' compared with 67.02% in 2014 and 31.2% in 2011 	↑ 36.98%
<ul style="list-style-type: none"> • 88.64% strongly agreed or agreed with the statement 'I am kept informed about what is going on in the Council and what it is trying to achieve' compared with 85.11% in 2014 and 52.0% in 2011 	↑ 36.64%
<ul style="list-style-type: none"> • 88.64% strongly agreed or agreed with the statement 'this is a good council to work for' compared with 80.85% in 2014 and 53.8% in 2011 	↑ 34.84%
<ul style="list-style-type: none"> • 84.09% strongly agreed or agreed with the statement 'concern is shown for my health and safety at work' compared with 76.60% in 2014 and 50.0% in 2011 	↑ 34.09%
<ul style="list-style-type: none"> • 81.82% strongly agreed or agreed with the statement 'I receive the training I need to effectively carry out my job' compared with 75.53% in 2014 and 50.0% in 2011 	↑ 31.82%
<ul style="list-style-type: none"> • 87.50% strongly agreed or agreed with the statement 'I have the tools, equipment and information to do my job' compared with 79.79% in 2014 and 58.6% in 2011 	↑ 28.90%
<ul style="list-style-type: none"> • 76.14% strongly agreed or agreed with the statement 'at present, I am not looking for work outside this Council' compared with 72.34% in 2014 and 47.7% in 2011 	↑ 28.44%
<ul style="list-style-type: none"> • 76.13% strongly agreed or agreed with the statement 'I feel valued at work, compared with 69.15% in 2014 and 51.3% in 2011 	↑ 24.83%
<ul style="list-style-type: none"> • 77.27% strongly agreed or agreed with the statement 'in my 	↑ 24.77%

workplace, my general welfare is considered to be important' compared with 73.40% in 2014 and 52.5% in 2011	
• 89.78% strongly agreed or agreed with the statement 'my job is fulfilling', compared with 85.12% in 2014 and 70.5% in 2011	↑ 19.28%
• 93.19% of respondents strongly agreed or agreed with the statement 'I enjoy my work', compared with 93.62% in 2014 and 76.9% in 2011	↑ 16.29%

5.2 Areas showing a decline

5.2.1 There are 4 areas which have demonstrated an overall decline since the 2011 survey. These are as follows:

In 2015 ...

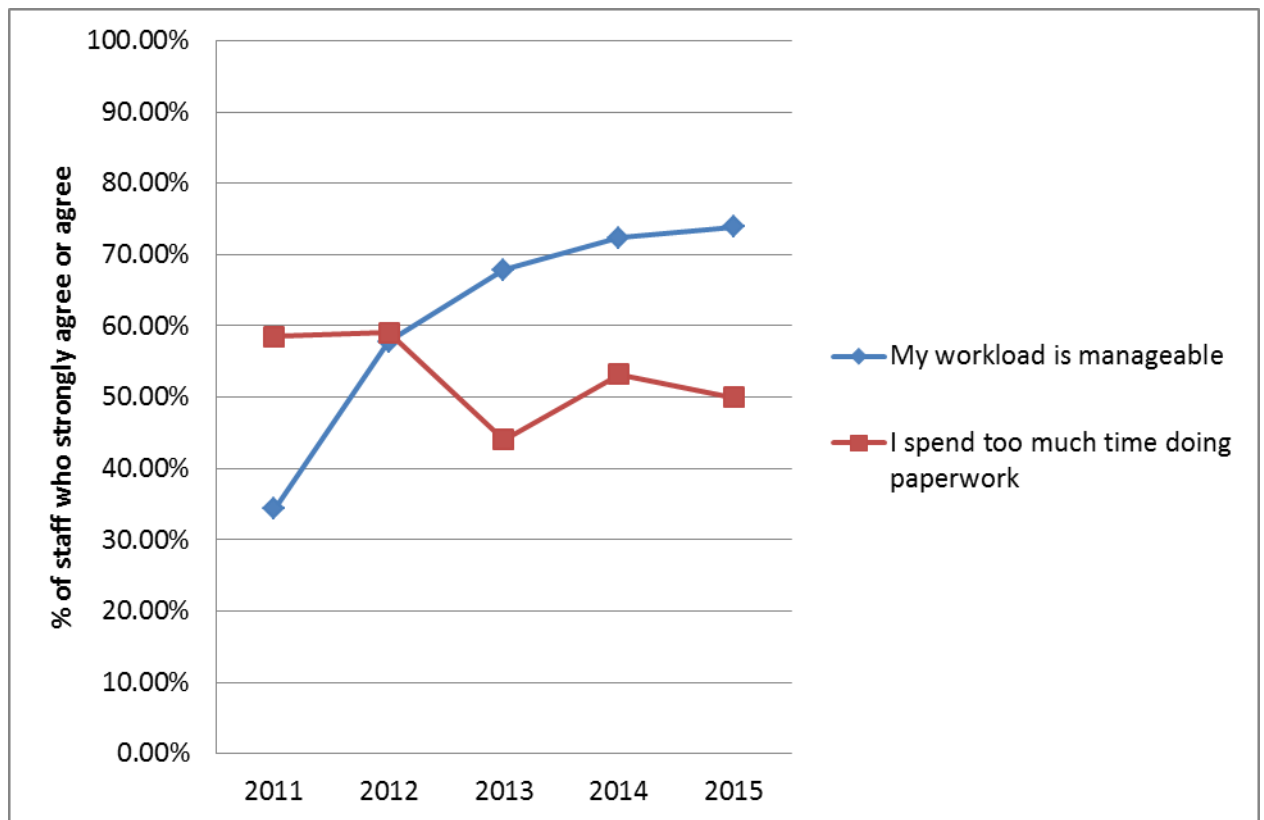
• 17.04% strongly agreed or agreed with the statement 'my fixed centre of work has changed in the last year and I understand why this needed to happen' compared with 38.30% in 2014 and 37.2% in 2011	↓20.16%
• 14.77% strongly agreed or agreed with the statement 'my fixed centre of work has changed in the last year and I am comfortable with this' compared with 34.04% in 2014 and 28.6% in 2011	↓13.83%
• 36.36% strongly agreed or agreed with the statement 'my appraisals help me in planning for the future' compared with 37.23% in 2014 and 37.8% in 2011	↓1.44%
• 94.32% strongly agreed or agreed with the statement 'I feel my job is important' compared with 97.87% in 2014 and 94.9% in 2011	↓0.58%

In relation to the first 2 areas of decline in the above table the decline could be attributed to the reduction in the number of staff that experienced a change in their fixed centre of work during the period. In 2015, 63 people (71.59%) selected 'does not apply/do not wish to answer', this is the highest number of respondents in this category since the survey began in 2011.

5.3 Workload

5.3.1 In 2011, responses indicated that **workload** was the most significant issue of concern for staff. However, this is the area that has shown considerable improvement over the past 5 surveys - an increase of 39.56% in those who strongly agreed or agreed in 2015 compared to 2011 (34.3% in 2011, 57.8% in 2012, 67.85% in 2013, 72.34% in 2014, 73.86% in 2015).

5.3.2 This is further supported by a drop in the number of respondents who said that they spend **too much time doing paperwork** (58.5% in 2011, 59.06% in 2012, 44.05% in 2013, 53.19% in 2014 and 50.00% in 2015)



5.3.3 Of the 20 (22.73% of the total sample) respondents who still do not feel that their workload is manageable:

- 9 (45%) are Social Workers
- 3 (15%) are Practice Support Workers (PSWs)
- 4(20%) are Business Support Staff
- 4 (20%) Other.

5.3.4 In another part of the survey respondents were asked to list the 3 biggest pressures in their job. When pooling all of the responses, the top 3 were related to:

- 1st – lack of resources (financial and staffing)
- 2nd – deadlines / lack of time
- 3rd – workloads/caseloads too high

5.4 Overall satisfaction and morale

5.4.1 In 2015...

- 93.19% of respondents indicated that they **enjoy their work**. A high percentage (89.78%) also agreed that their **job is fulfilling**.
- 82.95% of respondents feel that their **knowledge and skills are fully utilised**

- 94.32% of respondents feel their **job is important**.
- 76.13% feel **valued at work**.

Pay was mentioned, several times in additional comments:

'I want to continue to improve my skills to benefit the service however I have no wish to progress to management.....there should be more opportunities for people who can evidence additional work within the Authority to be able to move on to the next scale.'

'There is little opportunity to increase my earnings until I can be promoted: there is little chance of this at present.'

'I feel that the role of case manager is very undervalued by senior management, this is highlighted in our pay.'

5.4.2 77.27% agreed that in the workplace, their general welfare is considered important. Of these

- 33 were NPTCBC social workers (representing 85% of NPTCBC social workers who responded to this question)
- 7 were NPTCBC Practice Support Workers (PSWs) (representing 70% of NPTCBC PSWs who responded to this question)
- 20 were Business Support staff (representing 74% of Business Support staff who responded to this question)

5.5 The Council

5.5.1 88.64% of the respondents feel that they are **kept informed about what is going on in the Council** and what it is trying to achieve. This is an improvement on 2011 (by 36.64%) and up 13.53% from 2014.

5.5.2 86.36% feel they know how their **work contributes to the success or failure of the Council**. This has also demonstrated a steady improvement since 2011 (72.7% in 2011, 73.2% in 2012, 75.00% in 2013, 77.66% in 2014). It is possible that designating 'Safer, Brighter Futures' the Children's improvement Plan as one of the Council's six priority programmes for transformation will have influenced this.

5.5.3 64.78% agree that there are **good career pathways available in this Council**. Of these:

- 25 were NPTCBC social workers (representing 64% of the NPTCBC social workers who responded to this question)

- 8 were NPTCBC Practice Support Workers (PSWs) (representing 80% of the NPTCBC PSWs who responded to this question)
 - 19 were Business Support Staff (representing 70% of the Business Support Staff who responded to this question)
- 5.5.4 Almost a quarter of respondents (23.87%) **disagree that there are good career pathways available in this Council**, however, this is an improvement on previous years (down from 30.8% in 2014 - the worst figure being 2012 when 48.8% of respondents disagreed or strongly disagreed with the statement).
- 5.5.5 81.81% agree that they feel **able to approach senior management if they want to**.
- 5.5.6 The majority of respondents (68.18%) feel that **the Council understands what is going on in their service** (this has shown a marked improvement since 2011, more than doubling from 31.2%). Again, designating 'Safer, Brighter Futures' the Children's improvement Plan as one of the Council's six priority programmes for transformation is likely to have contributed to this as is the introduction of the Children's improvement Plan Member Panel.
- 5.5.7 In 2014 two new questions were added to the survey, 'I feel that the Director of Social Services, Health and Housing is accessible' and 'I feel that the Head of Children and Young People Services is accessible'. This year, 79.54% of respondents agree that the Director of Social Services, Health and Housing is accessible (an increase of 1.88%). 76.13% of respondents agree that the Head of CYPS is accessible (an improvement of 5.91% compared to 2014 responses).
- 5.6 My Team
- 5.6.1 On the whole responses to questions about teams were positive. 94.32% feel **trusted to do their job**, 90.91% agreed that on the whole **their team works well together**, 90.91% feel that **their manager always treats them with respect** and 94.31% feel that their **colleagues are committed to doing quality work**.
- 5.6.2 76.14% feel that if there is ever conflict amongst colleagues, management will address the issue (this has improved steadily since 2011 – an overall increase of 20.14%).
- 5.7 Training and Development
- 5.7.1 81.82% of respondents feel that they **receive the training** they need to effectively carry out their job.
- 5.7.2 However, only 39.77% said that they receive **regular appraisals** (although this has shown an improvement since 2011† - up by 8.67%) and 72.72% feel that there is **someone in work who encourages their development**.

5.7.3 The number of respondents who agreed or strongly agreed that their **appraisals help them in planning for the future** has fallen slightly since 2011 (from 37.8% to 36.36%)

5.8 Pay, Benefits and Recognition

5.8.1. 48.86% of the respondents feel that they **receive a fair wage** for the work they do. Of these:

- 25 were NPTCBC Social Workers (representing 64% of NPTCBC Social Workers who responded to this question)
- 2 were NPTCBC Practice Support Workers (PSWs) (representing 20% of NPTCBC PSWs who responded to this question)
- 13 were Business Support Workers (representing 48% of Business Support Workers who responded to this question)

Although this is an improvement on 2011 (31%) and last year (47.87%), it has declined since the 2013 survey when 55.95% of respondents felt that they received a fair wage.

5.8.2 40.91% do not feel that there are **other benefits** (apart from pay) that they can access as a member of staff here (an improvement on 2014 when 45.75% expressed this view). Of these:

- 19 were NPTCBC Social Workers (representing 49% of NPTCBC Social Workers who responded to this question)
- 3 were NPTCBC PSWs (representing 30% of NPTCBC PSWs who responded to this question)
- 6 were Business Support Workers (representing 22% of Business Support Workers who responded to this question)

5.8.3 87.50% of the respondents feel that they are **encouraged to show initiative**.

5.9 Work Environment & Support

5.9.1 88.64% of respondents agreed that they are satisfied with their **current working environment**.

5.9.2 75.00% of respondents feel that they have access to **support or de-briefing when dealing with difficult cases or information**. Of these:

- 35 were NPTCBC Social Workers (representing 90% of NPTCBC Social Workers who responded to this question)

- 10 were NPTCBC Practice Support Workers (PSWs) (representing 100% of NPTCBC PSWs who responded to this question)
- 15 were Business Support Workers (representing 56% of Business Support Workers who responded to this question)

However, only 9.09% did not feel that they could access such support as 15.91% felt that this question did not apply to them

5.10 Communications within the service

5.10.1 When presented with the statement **I am kept informed of what's going on in my directorate** 87.50% of respondents agreed. This has improved since 2011 (by 36.10%).

5.10.2 Over three quarters (77.28%) of the respondents feel that their **views are listened to**, whilst 13.65% disagreed with this statement.

5.10.3 Just over one quarter of the respondents (28.41%) still feel that they are not **consulted about changes planned for the service before they happen**.

5.11 Other Issues

5.11.1 Participants were invited to make additional comments as part of the survey. There were 12 respondents who completed this section. A wide and varied number of issues were raised and a full list of these can be viewed in Appendix 5.

5.11.2 Of the 12 responses:

- 1 (8%) was positive
- 5 (42%) were negative
- 5 (42%) were balanced / mixed
- 1 (8%) was suggestions for improvement

5.11.3 1 respondent mentioned 'bullying':

'Bullying has moved underground. It is managers own values and not policy that influence team culture. Personality of managers can make or break a team'

5.11.4 Other issues that were raised in a number of comments included problems around staff retention, the lack of opportunity to progress within the service, the lack of support for managers and teams and issues caused by the reductions in the budget.

6.0 Conclusions

6.1 In most of the areas that the survey focuses on, the year on year comparison paints a very encouraging picture. Even though there are still some areas for improvement since 2011, the general direction of travel continues to be positive.

- 6.2 One area for attention is appraisals. Although the number of respondents who agreed that they receive regular appraisals has increased by 8.67% since 2011, there are still only 39.77% who expressed this view.
- 6.3 Furthermore, the number of respondents who agreed or strongly agreed that their appraisals help them in planning for the future has fallen slightly since 2011 (from 37.8% to 36.36%)
- 6.4 Other areas that have shown improvement, but still don't demonstrate a high level of satisfaction for respondents are:
- Pay – 40.91% of respondents disagreed or strongly disagreed that they receive a **fair wage** for the work they do
 - Benefits – 40.91% disagreed or strongly disagreed that as a member of staff there are **other benefits** they can access apart from their pay

Staff Questionnaire

The aim of this questionnaire is to establish issues affecting staff retention & morale in Children & Young People Services.

Instructions

We will preserve your anonymity for this survey (unless you choose to leave contact details at the end). However, in order for the data to be useful we need to know what staff group you work in and your length of service.

What staff group do you work in?

- Social Worker (NPTCBC)
- Social Worker (Agency)
- Practice support worker (NPTCBC)
- Practice support worker (Agency)
- Business support staff
- Other (please specify)

What is your length of service?

- Up to 1 year
- Between 1 - 3 years
- Between 3 - 5 years
- Between 5 - 10 years
- Over 10 years

Please complete the survey by clicking the boxes and pressing the 'submit' button.

If you wish to make any additional comments, please do so in the text box at the end of the questionnaire.

Thank you

Questionnaire

Key to employee ratings:

- 1 = Strongly agree
- 2 = Agree
- 3 = Disagree
- 4 = Strongly disagree
- 5 = Not applicable or do not wish to answer

1. Overall satisfaction & morale

I enjoy my work	1	2	3	4	5
My job is fulfilling	1	2	3	4	5
My knowledge and skills are fully utilised	1	2	3	4	5
I feel my job is important.	1	2	3	4	5
I feel valued at work	1	2	3	4	5
In my workplace, my general welfare is considered to be important	1	2	3	4	5
Concern is shown for my health and safety at work	1	2	3	4	5
This is a good Council to work for	1	2	3	4	5
At present, I am not looking for work outside this Council	1	2	3	4	5

2. The Council

I am kept informed about what's going on in the Council and what it is trying to achieve	1	2	3	4	5
I know how my work contributes to the success or failure of the Council.	1	2	3	4	5
In this Council, there are good career pathways available.	1	2	3	4	5
The Council understands what's going on in our service	1	2	3	4	5
I feel I can approach senior management if I want to	1	2	3	4	5
I feel that the Director of Social Services, Health and Housing is accessible	1	2	3	4	5
I feel that the Head of CYPS is accessible	1	2	3	4	5

3. My Team

I am trusted to do my job	1	2	3	4	5
Team meetings are held regularly	1	2	3	4	5

Team meetings are useful and productive	1	2	3	4	5
On the whole, my team works well together	1	2	3	4	5
My colleagues are committed to doing quality work	1	2	3	4	5
If there is ever conflict amongst colleagues, management will address the issue	1	2	3	4	5
My manager always treats me with respect	1	2	3	4	5
I receive regular one-to-one supervision with my manager/supervisor	1	2	3	4	5
I can ask for advice and support from my manager/supervisor	1	2	3	4	5

4. Training & Development

There is someone at work who encourages my development.	1	2	3	4	5
I receive the training I need to effectively carry out my job	1	2	3	4	5
I receive regular appraisals	1	2	3	4	5
My appraisals help me in planning for the future	1	2	3	4	5

5. Pay, benefits and recognition

I feel that I receive a fair wage for the work I do	1	2	3	4	5
Apart from my pay, there are other benefits I can access as a member of staff here	1	2	3	4	5
I feel that I am encouraged to show initiative	1	2	3	4	5
I receive recognition for work well done	1	2	3	4	5

In the box below, please list (in order of importance) what you think the 3 biggest pressures in your job are:

1 st
2 nd
3 rd

6. Work environment & support

I am satisfied with my current working environment	1	2	3	4	5
I have the tools, equipment & information to do my job	1	2	3	4	5
My fixed centre of work is about to change and I understand why this needs to happen	1	2	3	4	5
My fixed centre of work is about to change and I am comfortable with this	1	2	3	4	5
My work load is manageable	1	2	3	4	5
I spend too much time doing paperwork	1	2	3	4	5
When dealing with difficult cases or information, I have access to the appropriate support or de-briefing	1	2	3	4	5

7. Communications in the Service

I am kept informed of what's going on in my directorate	1	2	3	4	5
I am kept informed about how well Children & Young people Services is performing	1	2	3	4	5
I am kept up to date with changes in legislation and policies which are relevant to how I carry out my job	1	2	3	4	5
I know what is expected of me in my role	1	2	3	4	5
My views are asked for	1	2	3	4	5
My views are listened to	1	2	3	4	5
When changes are planned for my service, I am consulted about them first	1	2	3	4	5

If you wish to make any additional comments, please do so in the text box below:

If you would like to speak in confidence to someone more fully about your answers to this survey or any of the issues raised in it, please leave your name and telephone number / email and someone will contact you.

Thank you for your time

CYPS Staff Survey

Comparison of results from 2011, 2012, 2013, 2014 and 2015

Q		2011	2012	2013	2014	2015
	Response rate	82 (100%)	93 (100%)	84 (100%)	94 (100%)	88 (100%)

1	What staff group do you work in?	2011	2012	2013	2014	2015
	➤ Social worker (NPTCBC)	35 (42.7%)	40 (43%)	30 (35.71%)	30 (31.91%)	39 (44.32%)
	➤ Social worker (Agency)	6 (7.3%)	5 (5.4%)	1 (1.19%)	1 (1.06%)	0 (0.00%)
	➤ Practice support worker (NPTCBC)	13 (15.9%)	14 (15.1%)	10 (11.90%)	14 (14.89%)	10 (11.36%)
	➤ Practice support worker (Agency)	3 (3.7%)	1 (1.1%)	0 (0.00%)	0 (0.00%)	1 (1.14%)
	➤ Business support staff	25 (30.5%)	33 (35.5%)	31 (36.90%)	29 (30.85%)	27 (30.68%)
	➤ Other (please specify)	n/a	4 (4.3%)	12 (14.29%)	20 (21.28%)	11 (12.50%)
	2015 breakdown of those who answered 'other':					
	•					

2	What is your length of service?	2011	2012	2013	2014	2015
	➤ Up to 1 year	12 (14.6%)	28 (30.1%)	16 (19.05%)	9 (9.57%)	7 (7.95%)
	➤ Between 1 - 3 years	7 (8.5%)	7 (7.5%)	16 (19.05%)	23 (24.47%)	19 (21.59%)
	➤ Between 3 - 5 years	12 (14.6%)	13 (14%)	4 (4.76%)	9 (9.57%)	8 (9.09%)
	➤ Between 5 - 10 years	25 (30.5%)	21 (22.6%)	16 (19.05%)	22 (23.40%)	21 (23.86%)
	➤ Over 10 years	26 (31.7%)	24 (25.8%)	32 (38.10%)	31 (32.98%)	33 (37.50%)

Overall satisfaction & morale

3	I enjoy my work	2011	2012	2013	2014	2015
	➤ Strongly agree	16 (20.5%)	14 (16.3%)	34 (40.48%)	36 (38.30%)	34 (38.64%)
	➤ Agree	44 (56.4%)	56 (65.1%)	45 (53.57%)	52 (55.32%)	48 (54.55%)
	Total strongly agree and/or agree	76.9%	81.4%	94.05%	93.62%	93.19%
	➤ Disagree	10 (12.8%)	12 (14%)	4 (4.76%)	5 (5.32%)	3 (3.41%)
	➤ Strongly disagree	3 (3.8%)	1 (1.2%)	1 (1.19%)	1 (1.06%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	5 (6.4%)	3 (3.5%)	0 (0.00%)	0 (0.00%)	2 (2.27%)

4	My job is fulfilling	2011	2012	2013	2014	2015
	➤ Strongly agree	14 (17.9%)	10 (11.6%)	26 (30.95%)	25 (26.60%)	23 (26.14%)
	➤ Agree	41 (52.6%)	49 (57%)	47 (55.95%)	55 (58.51%)	56 (63.64%)
	Total strongly agree and/or agree	70.5%	68.6%	86.90%	85.12%	89.78%
	➤ Disagree	16 (20.5%)	20 (23.3%)	8 (9.52%)	10 (10.64%)	5 (5.68%)
	➤ Strongly disagree	1 (1.3%)	4 (4.7%)	3 (3.57%)	3 (3.19%)	2 (2.27%)
	➤ Do not wish to answer/ skipped Q	6 (7.7%)	10 (3.4%)	0 (0.00%)	1 (1.06%)	2 (2.27%)

5 My knowledge and skills are fully utilised						
		2011	2012	2013	2014	2015
➤	Strongly agree	10 (12.8%)	13 (15.1%)	23 (27.38%)	25 (26.60%)	22 (25.00%)
➤	Agree	48 (61.5%)	41 (47.7%)	36 (42.86%)	49 (52.13%)	51 (57.95%)
	Total strongly agree and/or agree	74.3%	62.8%	70.24%	78.72%	82.95%
➤	Disagree	17 (21.8%)	25 (29.1%)	22 (26.19%)	14 (14.89%)	9 (10.23%)
➤	Strongly disagree	2 (2.6%)	6 (7%)	3 (3.57%)	4 (4.26%)	4 (4.55%)
➤	Do not wish to answer/ skipped Q	1 (1.3%)	1 (1.2%)	0 (0.00%)	2 (2.13%)	2 (2.27%)

6 I feel my job is important						
		2011	2012	2013	2014	2015
➤	Strongly agree	38 (48.7%)	28 (32.6%)	42 (50.00%)	48 (51.06%)	48 (54.55%)
➤	Agree	36 (46.2%)	54 (62.8%)	39 (46.43%)	44 (46.81%)	35 (39.77%)
	Total strongly agree and/or agree	94.9%	95.4%	96.43%	97.87%	94.32%
➤	Disagree	1 (1.3%)	4 (4.7%)	2 (2.38%)	2 (2.13%)	1 (1.14%)
➤	Strongly disagree	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (2.27%)
➤	Do not wish to answer / skipped Q	3 (3.8%)	0 (0.00%)	1 (1.19%)	0 (0.00%)	2 (2.27%)

7 I feel valued at work						
		2011	2012	2013	2014	2015
➤	Strongly agree	5 (6.4%)	8 (9.3%)	18 (21.43%)	19 (20.21%)	24 (27.27%)
➤	Agree	35 (44.9%)	34 (39.5%)	42 (50.00%)	46 (48.94%)	43 (48.86%)
	Total strongly agree and/or agree	51.3%	48.8%	71.43%	69.15%	76.13%
➤	Disagree	25 (32.1%)	23 (26.7%)	19 (22.62%)	18 (19.15%)	13 (14.77%)
➤	Strongly disagree	10 (12.8%)	13 (15.1%)	4 (4.76%)	8 (8.51%)	6 (6.82%)
➤	Do not wish to answer/ skipped Q	3 (3.8%)	8 (9.3%)	1 (1.19%)	3 (3.19%)	2 (2.27%)

8 In my workplace, my general welfare is considered to be important						
		2011	2012	2013	2014	2015
➤	Strongly agree	4 (5.1%)	8 (9.3%)	15 (17.86%)	19 (20.21%)	27 (30.68%)
➤	Agree	37 (47.4%)	41 (47.7%)	44 (52.38%)	50 (53.19%)	41 (46.59%)
	Total strongly agree and/or agree	52.5%	57.0%	70.24%	73.40%	77.27%
➤	Disagree	23 (29.5%)	24 (27.9%)	17 (20.24%)	18 (19.15%)	12 (13.64%)
➤	Strongly disagree	11 (14.1%)	5 (5.8%)	5 (5.95%)	5 (5.32%)	4 (4.55%)
➤	Do not wish to answer/ skipped Q	3 (3.8%)	8 (9.3%)	3 (3.57%)	2 (2.13%)	4 (4.55%)

9 Concern is shown for my health and safety at work						
		2011	2012	2013	2014	2015
➤	Strongly agree	5 (6.4%)	8 (9.3%)	16 (19.05%)	20 (21.28%)	23 (26.14%)
➤	Agree	34 (43.6%)	42 (48.8%)	42 (50.00%)	52 (55.32%)	51 (57.95%)
	Total strongly agree and/or agree	50.0%	58.1%	69.05%	76.60%	84.09%
➤	Disagree	25 (32.1%)	24 (27.9%)	18 (21.43%)	15 (15.96%)	6 (6.82%)
➤	Strongly disagree	9 (11.5%)	7 (8.1%)	5 (5.95%)	6 (6.38%)	3 (3.41%)
➤	Do not wish to answer/ skipped Q	5 (6.4%)	5 (5.8%)	3 (3.57%)	1 (1.06%)	5 (5.68%)

The Council

10	This is a good Council to work for	2011	2012	2013	2014	2015
	➤ Strongly agree	4 (5.1%)	7 (8.1%)	12 (14.29%)	17 (18.09%)	22 (25.00%)
	➤ Agree	38 (48.7%)	43 (50%)	46 (54.76%)	59 (62.77%)	56 (63.64%)
	Total strongly agree and/or agree	53.8%	58.1%	69.05%	80.85%	88.64%
	➤ Disagree	18 (23.1%)	22 (25.6%)	12 (14.29%)	5 (5.32%)	2 (2.27%)
	➤ Strongly disagree	6 (7.7%)	4 (4.7%)	5 (5.95%)	3 (3.19%)	2 (2.27%)
	➤ Do not wish to answer/ skipped Q	12 (15.4%)	10 (11.6%)	9 (10.71%)	10 (10.64%)	6 (6.82%)

11	At present, I am not looking for work outside this Council	2011	2012	2013	2014	2015
	➤ Strongly agree	15 (19.2%)	17 (19.8%)	20 (23.81%)	33 (35.11%)	39 (44.32%)
	➤ Agree	30 (38.5%)	40 (46.5%)	33 (39.29%)	35 (37.23%)	28 (31.82%)
	Total strongly agree and/or agree	47.7%	66.3%	63.10%	72.34%	76.14%
	➤ Disagree	15 (19.2%)	16 (18.6%)	11 (13.10%)	13 (13.83%)	10 (11.36%)
	➤ Strongly disagree	7 (9.0%)	5 (5.8%)	7 (8.33%)	7 (7.45%)	5 (5.68%)
	➤ Do not wish to answer/ skipped Q	11 (14.1%)	8 (9.3%)	13 (15.48%)	6 (6.38%)	6 (6.82%)

12	I am kept informed about what is going on in the Council and what it is trying to achieve	2011	2012	2013	2014	2015
	➤ Strongly agree	2 (2.6%)	8 (9.3%)	11 (13.10%)	18 (19.15%)	22 (25.00%)
	➤ Agree	38 (49.4%)	56 (65.1%)	47 (55.95%)	62 (65.96%)	56 (63.64%)
	Total strongly agree and/or agree	52.0%	74.4%	69.05%	85.11%	88.64%
	➤ Disagree	24 (31.2%)	17 (19.8%)	20 (23.81%)	11 (11.70%)	3 (3.41%)
	➤ Strongly disagree	8 (10.4%)	4 (4.7%)	4 (4.76%)	1 (1.06%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	5 (6.5%)	1 (1.2%)	2 (2.38%)	2 (2.13%)	6 (6.82%)

13	I know how my work contributes to the success or failure of the Council	2011	2012	2013	2014	2015
	➤ Strongly agree	6 (7.8%)	7 (8.1%)	17 (20.24%)	22 (23.40%)	19 (21.59%)
	➤ Agree	50 (64.9%)	56 (65.1%)	46 (54.76%)	51 (54.26%)	57 (64.77%)
	Total strongly agree and/or agree	72.7%	73.2%	75.00%	77.66%	86.36%
	➤ Disagree	12 (15.6%)	18 (20.9%)	17 (20.24%)	14 (14.89%)	9 (10.23%)
	➤ Strongly disagree	5 (6.5%)	1 (1.2%)	3 (3.57%)	2 (2.13%)	0 (0.00%)
	➤ Do not wish to answer skipped Q	4 (5.2%)	4 (4.7%)	1 (1.19%)	5 (5.32%)	3 (3.41%)

14	In this Council, there are good career pathways available	2011	2012	2013	2014	2015
	➤ Strongly agree	3 (3.9%)	7 (8.1%)	4 (4.76%)	7 (7.45%)	12 (13.64%)
	➤ Agree	32 (41.6%)	29 (33.7%)	35 (41.67%)	46 (48.94%)	45 (51.14%)
	Total strongly agree and/or agree	45.5%	41.8%	46.43%	56.38%	64.78%
	➤ Disagree	22 (28.6%)	37 (43%)	26 (30.95%)	19 (20.21%)	12 (13.64%)
	➤ Strongly disagree	11 (14.3%)	5 (5.8%)	11 (13.10%)	10 (10.64%)	9 (10.23%)
	➤ Do not wish to answer skipped Q	9 (11.7%)	8 (9.3%)	8 (9.52%)	12 (12.77%)	10 (11.36%)

15	I feel I can approach senior management if I want to	2011	2012	2013	2014	2015
	➤ Strongly agree	11 (14.3%)	12 (14%)	17 (20.24%)	31 (32.98%)	29 (32.95%)
	➤ Agree	43 (55.8%)	39 (45.3%)	45 (53.57%)	43 (45.74%)	43 (48.86%)
	Total strongly agree and/or agree	70.1%	59.3%	73.81%	78.72%	81.81%
	➤ Disagree	12 (15.6%)	21 (24.4%)	13 (15.48%)	9 (9.57%)	5 (5.68%)
	➤ Strongly disagree	6 (7.8%)	6 (7%)	4 (4.76%)	10 (10.64%)	6 (6.82%)
	➤ Do not wish to answer/ skipped Q	5 (6.5%)	8 (9.3%)	5 (5.95%)	1 (1.06%)	5 (5.68%)

16	The council understands what is going on in our service	2011	2012	2013	2014	2015
	➤ Strongly agree	1 (1.3%)	6 (7%)	4 (4.76%)	8 (8.51%)	11 (12.50%)
	➤ Agree	23 (29.9%)	33 (38.4%)	38 (45.24%)	55 (58.51%)	49 (55.68%)
	Total strongly agree and/or agree	31.2%	45.4%	50.00%	67.02%	68.18%
	➤ Disagree	28 (36.4%)	28 (32.6%)	27 (32.14%)	20 (21.28%)	9 (10.23%)
	➤ Strongly disagree	14 (18.2%)	7 (8.1%)	7 (8.33%)	7 (7.45%)	6 (6.82%)
	➤ Do not wish to answer/ skipped Q	11 (14.3%)	12 (14%)	8 (9.52%)	4 (4.26%)	13 (14.77%)

New	I feel that the Director of Social Services Health and Housing is accessible	2011	2012	2013	2014	2015
	➤ Strongly agree	n/a	n/a	n/a	22 (23.40%)	18 (20.45%)
	➤ Agree	n/a	n/a	n/a	51 (54.26%)	52 (59.09%)
	Total strongly agree and/or agree	n/a	n/a	n/a	77.66%	79.54%
	➤ Disagree	n/a	n/a	n/a	11 (11.70%)	5 (5.68%)
	➤ Strongly disagree	n/a	n/a	n/a	5 (5.32%)	2 (2.27%)
	➤ Do not wish to answer/ skipped Q	n/a	n/a	n/a	5 (5.32%)	11 (12.50%)

New	I feel that the Head of CYPS is accessible	2011	2012	2013	2014	2015
	➤ Strongly agree	n/a	n/a	n/a	20 (21.28%)	16 (18.18%)
	➤ Agree	n/a	n/a	n/a	46 (48.94%)	51 (57.95%)
	Total strongly agree and/or agree	n/a	n/a	n/a	70.22%	76.13%
	➤ Disagree	n/a	n/a	n/a	11 (11.70%)	6 (6.82%)
	➤ Strongly disagree	n/a	n/a	n/a	8 (8.51%)	3 (3.41%)
	➤ Do not wish to answer/ skipped Q	n/a	n/a	n/a	9 (9.57%)	12 (13.64%)

My Team

17	I am trusted to do my job	2011	2012	2013	2014	2015
	➤ Strongly agree	30 (40.0%)	20 (23.3%)	35 (41.67%)	48 (51.06%)	39 (44.32%)
	➤ Agree	39 (52.0%)	50 (58.1%)	44 (52.38%)	39 (41.49%)	44 (50.00%)
	Total strongly agree and/or agree	92.0%	81.4%	94.05%	92.55%	94.32%
	➤ Disagree	5 (6.7%)	13 (15.1%)	4 (4.76%)	4 (4.26%)	2 (2.27%)
	➤ Strongly disagree	0 (0.00%)	2 (2.3%)	0 (0.00%)	2 (2.13%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	1 (1.3%)	1 (1.2%)	1 (1.19%)	1 (1.06%)	3 (3.41%)

18	Team meeting are held regularly	2011	2012	2013	2014	2015
	➤ Strongly agree	14 (18.7%)	15 (17.4%)	26 (30.95%)	29 (30.85%)	27 (30.68%)
	➤ Agree	30 (40.0%)	50 (58.1%)	36 (42.86%)	46 (48.94%)	46 (52.27%)
	Total strongly agree and/or agree	58.7%	75.5%	73.81%	79.79%	82.95%

➤ Disagree	13 (17.3%)	16 (18.6%)	10 (11.90%)	7 (7.45%)	8 (9.09%)
➤ Strongly disagree	14 (18.7%)	3 (3.5%)	11 (13.10%)	6 (6.38%)	5 (5.68%)
➤ Do not wish to answer/ skipped Q	4 (5.3%)	2 (2.3%)	1 (1.19%)	6 (6.38%)	2 (2.27%)

19	Team meetings are useful and productive					
		2011	2012	2013	2014	2015
	➤ Strongly agree	11 (14.7%)	11 (12.8%)	22 (26.19%)	22 (23.40%)	17 (19.32%)
	➤ Agree	42 (56.0%)	52 (60.5%)	42 (50.00%)	44 (46.81%)	55 (62.50%)
	Total strongly agree and/or agree	70.7%	73.3%	76.19%	70.21%	81.82%
	➤ Disagree	8 (10.7%)	17 (19.8%)	8 (9.52%)	18 (19.15%)	8 (9.09%)
	➤ Strongly disagree	5 (6.7%)	1 (1.2%)	6 (7.14%)	4 (4.26%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	9 (12.0%)	5 (5.8%)	6 (7.14%)	6 (6.38%)	7 (7.95%)

20	On the whole, my team works well together					
		2011	2012	2013	2014	2015
	➤ Strongly agree	23 (30.7%)	21 (24.4%)	37 (44.05%)	39 (41.49%)	42 (47.73%)
	➤ Agree	41 (54.7%)	47 (54.7%)	38 (45.24%)	50 (53.19%)	38 (43.18%)
	Total strongly agree and/or agree	85.4%	79.1%	89.29%	94.68%	90.91%
	➤ Disagree	6 (8.0%)	11 (12.8%)	5 (5.95%)	1 (1.06%)	5 (5.68%)
	➤ Strongly disagree	0 (0.00%)	2 (2.3%)	4 (4.76%)	1 (1.06%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	5 (6.7%)	5 (5.8%)	0 (0.00%)	3 (3.19%)	2 (2.27%)

21	My colleagues are committed to doing quality work					
		2011	2012	2013	2014	2015
	➤ Strongly agree	33 (44.0%)	28 (32.6%)	39 (46.43%)	49 (52.13%)	43 (48.86%)
	➤ Agree	36 (48.0%)	43 (50%)	39 (46.43%)	39 (41.49%)	40 (45.45%)
	Total strongly agree and/or agree	92.0%	82.6%	92.86%	93.62%	94.31%
	➤ Disagree	0 (0.00%)	4 (4.7%)	5 (5.95%)	2 (2.13%)	0 (0.00%)
	➤ Strongly disagree	1 (1.3%)	1 (1.2%)	1 (1.19%)	0 (0.00%)	0 (0.00%)
	➤ Do not wish to answer/ skipped Q	5 (6.7%)	10 (11.6%)	0 (0.00%)	4 (4.26%)	5 (5.68%)

22	If there is ever conflict amongst colleagues, management will address the issue					
		2011	2012	2013	2014	2015
	➤ Strongly agree	12 (16.0%)	9 (10.5%)	22 (26.19%)	24 (25.53%)	25 (28.41%)
	➤ Agree	30 (40.0%)	41 (47.7%)	30 (35.71%)	47 (50.00%)	42 (47.73%)
	Total strongly agree and/or agree	56.0%	58.2%	61.90%	75.53%	76.14%
	➤ Disagree	16 (21.3%)	25 (29.1%)	15 (17.86%)	12 (12.77%)	5 (5.68%)
	➤ Strongly disagree	5 (6.7%)	4 (4.7%)	6 (7.14%)	5 (5.32%)	5 (5.68%)
	➤ Do not wish to answer/ skipped Q	12 (16.0%)	7 (8.1%)	11 (13.10%)	6 (6.38%)	11 (12.50%)

23	My manager always treats me with respect					
		2011	2012	2013	2014	2015
	➤ Strongly agree	32 (42.7%)	27 (31.4%)	34 (40.48%)	40 (42.55%)	44 (50.00%)
	➤ Agree	30 (40.0%)	43 (50%)	36 (42.86%)	37 (39.36%)	36 (40.91%)
	Total strongly agree and/or agree	82.7%	81.4%	83.34%	81.91%	90.91%
	➤ Disagree	6 (8.0%)	4 (4.7%)	4 (4.76%)	4 (4.26%)	4 (4.55%)
	➤ Strongly disagree	2 (2.7%)	4 (4.7%)	1 (1.19%)	10 (10.64%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	5 (6.7%)	8 (9.3%)	9 (10.71%)	3 (3.19%)	3 (3.41%)

24	I receive regular one-to-one supervision with my manager/supervisor	2011	2012	2013	2014	2015
	➤ Strongly agree	21 (28.0%)	17 (19.8%)	25 (29.76%)	30 (31.91%)	39 (44.32%)
	➤ Agree	27 (36.0%)	31 (36%)	29 (34.52%)	38 (40.43%)	38 (43.18%)
	Total strongly agree and/or agree	64.0%	55.8%	64.28%	72.34%	87.50%
	➤ Disagree	12 (16.0%)	22 (25.6%)	16 (19.05%)	17 (18.09%)	5 (5.68%)
	➤ Strongly disagree	8 (10.7%)	12 (14%)	12 (14.29%)	7 (7.45%)	5 (5.68%)
	➤ Do not wish to answer/ skipped Q	7 (9.3%)	4 (4.7%)	2 (2.38%)	2 (2.13%)	1 (1.14%)

25	I can ask for advice and support from my manager/supervisor	2011	2012	2013	2014	2015
	➤ Strongly agree	36 (48.0%)	31 (36%)	40 (47.62%)	41 (43.62%)	44 (50.00%)
	➤ Agree	28 (37.3%)	43 (50%)	34 (40.48%)	36 (38.30%)	37 (42.05%)
	Total strongly agree and/or agree	85.3%	86%	88.10%	81.92%	92.05%
	➤ Disagree	6 (8.0%)	6 (7%)	3 (3.57%)	5 (5.32%)	3 (3.41%)
	➤ Strongly disagree	3 (4.0%)	1 (1.2%)	4 (4.76%)	6 (6.38%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	2 (2.7%)	5 (5.8%)	3 (3.57%)	6 (6.38%)	3 (3.41%)

Training and Development

26	There is someone at work who encourages my development	2011	2012	2013	2014	2015
	➤ Strongly agree	12 (16.2%)	12 (14.1%)	18 (21.43%)	18 (19.15%)	24 (27.27%)
	➤ Agree	27 (36.5%)	36 (42.4%)	30 (35.71%)	49 (52.13%)	40 (45.45%)
	Total strongly agree and/or agree	52.7%	56.5%	57.14%	71.28%	72.72%
	➤ Disagree	23 (31.1%)	28 (32.9%)	25 (29.76%)	12 (12.77%)	18 (20.45%)
	➤ Strongly disagree	8 (10.8%)	3 (3.5%)	6 (7.14%)	4 (4.26%)	4 (4.55%)
	➤ Do not wish to answer/ skipped Q	4 (5.4%)	6 (7.1%)	5 (5.95%)	11 (11.70%)	2 (2.27%)

27	I receive the training I need to effectively carry out my job	2011	2012	2013	2014	2015
	➤ Strongly agree	7 (9.5%)	7 (8.2%)	12 (14.29%)	13 (13.83%)	20 (22.73%)
	➤ Agree	30 (40.5%)	37 (43.5%)	41 (48.81%)	58 (61.70%)	52 (59.09%)
	Total strongly agree and/or agree	50.0%	51.7%	63.10%	75.53%	81.82%
	➤ Disagree	28 (37.8%)	33 (38.8%)	21 (25.00%)	16 (17.02%)	9 (10.23%)
	➤ Strongly disagree	5 (6.8%)	4 (4.7%)	4 (4.76%)	1 (1.06%)	3 (3.41%)
	➤ Do not wish to answer/ skipped Q	4 (5.4%)	4 (4.7%)	6 (7.14%)	6 (6.38%)	4 (4.55%)

28	I receive regular appraisals	2011	2012	2013	2014	2015
	➤ Strongly agree	3 (4.1%)	3 (3.5%)	6 (7.14%)	5 (5.32%)	11 (12.50%)
	➤ Agree	20 (27.0%)	17 (20%)	23 (27.38%)	31 (32.98%)	24 (27.27%)
	Total strongly agree and/or agree	31.1%	23.5%	34.52%	38.30%	39.77%
	➤ Disagree	29 (39.2%)	35 (41.2%)	28 (33.33%)	29 (30.85%)	23 (26.14%)
	➤ Strongly disagree	11 (14.9%)	20 (23.5%)	15 (17.86%)	22 (23.40%)	20 (22.73%)
	➤ Do not wish to answer/ skipped Q	11 (14.9%)	10 (11.8%)	12 (14.29%)	7 (7.45%)	10 (11.36%)

29	My appraisals help me in planning for the future	2011	2012	2013	2014	2015
	➤ Strongly agree	6 (8.1%)	4 (4.7%)	6 (7.14%)	5 (5.32%)	11 (12.50%)
	➤ Agree	22 (29.7%)	19 (22.4%)	24 (28.57%)	30 (31.91%)	21 (23.86%)
	Total strongly agree and/or agree	37.8%	27.1%	35.71%	37.23%	36.36%
	➤ Disagree	17 (23.0%)	29 (34.1%)	18 (21.43%)	20 (21.28%)	19 (21.59%)

➤ Strongly disagree	9 (12.2%)	10 (11.8%)	10 (11.90%)	14 (14.89%)	9 (10.23%)
➤ Do not wish to answer/ skipped Q	20 (27.0%)	23 (27.1%)	26 (30.95%)	25 (26.60%)	28 (31.82%)

Pay, benefits and recognition

30	I feel that I receive a fair wage for the work I do	2011	2012	2013	2014	2015
➤ Strongly agree		2 (2.8%)	2 (2.4%)	5 (5.95%)	5 (5.32%)	7 (7.95%)
➤ Agree		20 (28.2%)	34 (41%)	42 (50.00%)	40 (42.55%)	36 (40.91%)
	Total strongly agree and/or agree	31.0%	43.5%	55.95%	47.87%	48.86%
➤ Disagree		28 (39.4%)	34 (41%)	23 (27.38%)	27 (28.72%)	26 (29.55%)
➤ Strongly disagree		16 (22.5%)	15 (18.1%)	9 (10.71%)	13 (13.83%)	10 (11.36%)
➤ Do not wish to answer/ skipped Q		5 (7.0%)	1 (1.2%)	5 (5.95%)	9 (9.57%)	9 (10.23%)

31	Apart from my pay, there are other benefits I can access as a member of staff here	2011	2012	2013	2014	2015
➤ Strongly agree		2 (2.8%)	1 (1.2%)	2 (2.38%)	3 (3.19%)	6 (6.82%)
➤ Agree		17 (23.9%)	29 (34.9%)	25 (29.76%)	36 (38.30%)	35 (39.77%)
	Total strongly agree and/or agree	26.7%	36.1%	32.14%	41.49%	46.59%
➤ Disagree		29 (40.8%)	42 (50.6%)	35 (41.67%)	33 (35.11%)	27 (30.68%)
➤ Strongly disagree		15 (21.1%)	4 (4.8%)	12 (14.29%)	10 (10.64%)	9 (10.23%)
➤ Do not wish to answer/ skipped Q		8 (11.3%)	7 (8.4%)	10 (11.90%)	12 (12.76%)	11 (12.50%)

32	I feel that I am encouraged to show initiative	2011	2012	2013	2014	2015
➤ Strongly agree		13 (18.3%)	9 (10.8%)	15 (17.86%)	13 (13.83%)	16 (18.18%)
➤ Agree		35 (49.3%)	43 (51.8%)	47 (55.95%)	53 (56.38%)	61 (69.32%)
	Total strongly agree and/or agree	67.6%	62.6%	73.81%	70.21%	87.50%
➤ Disagree		19 (26.8%)	25 (30.1%)	13 (15.48%)	13 (13.83%)	4 (4.55%)
➤ Strongly disagree		1 (1.4%)	2 (2.4%)	4 (4.76%)	4 (4.26%)	3 (3.41%)
➤ Do not wish to answer/ skipped Q		3 (4.2%)	4 (4.8%)	5 (5.95%)	11 (11.70%)	4 (4.55%)

33	I receive recognition for work well done	2011	2012	2013	2014	2015
➤ Strongly agree		6 (8.5%)	6 (7.2%)	13 (15.48%)	18 (19.15%)	16 (18.18%)
➤ Agree		25 (35.2%)	38 (45.8%)	41 (48.81%)	48 (51.06%)	51 (57.95%)
	Total strongly agree and/or agree	33.7%	53.0%	64.29%	70.21%	76.13%
➤ Disagree		26 (36.6%)	29 (34.9%)	19 (22.62%)	13 (13.83%)	10 (11.36%)
➤ Strongly disagree		6 (8.5%)	5 (6%)	7 (8.33%)	6 (6.38%)	6 (6.82%)
➤ Do not wish to answer/ skipped Q		8 (11.3%)	5 (6%)	4 (4.76%)	9 (9.57%)	5 (5.68%)

34	Please list (in order of importance), what you think the 3 biggest pressures in your job are
	See Linear responses (Appendix 4)

Work environment and support

35	I am satisfied with my current working environment	2011	2012	2013	2014	2015
➤ Strongly agree		3 (4.3%)	13 (15.7%)	13 (15.48%)	20 (21.28%)	26 (29.55%)
➤ Agree		31 (44.3%)	45 (54.2%)	45 (53.57%)	47 (50.00%)	52 (59.09%)
	Total strongly agree and/or agree	48.6%	69.9%	69.05%	71.28%	88.64%
➤ Disagree		22 (31.4%)	19 (22.9%)	19 (22.62%)	15 (15.96%)	1 (1.14%)

➤ Strongly disagree	10 (14.3%)	5 (6%)	5 (5.95%)	11 (11.70%)	6 (6.82%)
➤ Do not wish to answer/ skipped Q	4 (5.7%)	1 (1.2%)	2 (2.38%)	1 (1.06%)	3 (3.41%)

36 I have the tools, equipment and information to do my job						
	2011	2012	2013	2014	2015	
➤ Strongly agree	3 (4.3%)	11 (13.3%)	12 (14.29%)	24 (25.53%)	18 (20.45%)	
➤ Agree	38 (54.3%)	45 (54.2%)	47 (55.95%)	51 (54.26%)	59 (67.05%)	
Total strongly agree and/or agree	58.6%	67.5%	70.24%	79.79%	87.50%	
➤ Disagree	17 (24.3%)	24 (28.9%)	18 (21.43%)	13 (13.83%)	10 (11.36%)	
➤ Strongly disagree	7 (10.0%)	0	4 (4.76%)	3 (3.19%)	0 (0.00%)	
➤ Do not wish to answer/ skipped Q	5 (7.1%)	3 (3.6%)	3 (3.57%)	3 (3.19%)	1 (1.14%)	

37 My fixed centre of work has changed in the last year and I understand why this needed to happen						
	2011	2012	2013	2014	2015	
➤ Strongly agree	3 (4.3%)	9 (10.8%)	2 (2.38%)	14 (14.89%)	2 (2.27%)	
➤ Agree	23 (32.9%)	43 (51.8%)	8 (9.52%)	22 (23.40%)	13 (14.77%)	
Total strongly agree and/or agree	37.2%	62.6%	11.90%	38.30%	17.04%	
➤ Disagree	11 (15.7%)	7 (8.4%)	11 (13.10%)	4 (4.26%)	7 (7.95%)	
➤ Strongly disagree	4 (5.7%)	0	2 (2.38%)	1 (1.06%)	3 (3.41%)	
➤ Does not apply / Do not wish to answer/ skipped Q	29 (41.4%)	24 (28.9%)	61 (72.62%)	53 (56.38%)	63 (71.59%)	

38 My fixed centre of work has changed in the last year and I am comfortable with this						
	2011	2012	2013	2014	2015	
➤ Strongly agree	3 (4.3%)	11 (13.3%)	2 (2.38%)	14 (14.89%)	2 (2.27%)	
➤ Agree	17 (24.3%)	39 (47%)	9 (10.71%)	18 (19.15%)	11 (12.50%)	
Total strongly agree and/or agree	28.6%	60.3%	13.09%	34.04%	14.77%	
➤ Disagree	14 (20.0%)	8 (9.6%)	9 (10.71%)	5 (5.32%)	9 (10.23%)	
➤ Strongly disagree	7 (10.0%)	1 (1.2%)	1 (1.19%)	0 (0.00%)	3 (3.41%)	
➤ Does not apply / Do not wish to answer/ skipped Q	29 (41.4%)	24 (28.9%)	63 (75.00%)	57 (60.64%)	63 (71.59%)	

39 My workload is manageable						
	2011	2012	2013	2014	2015	
➤ Strongly agree	1 (1.4%)	5 (6%)	5 (5.95%)	6 (6.38%)	10 (11.36%)	
➤ Agree	23 (32.9%)	43 (51.8%)	52 (61.90%)	62 (65.96%)	55 (62.50%)	
Total strongly agree and/or agree	34.3%	57.8%	67.85%	72.34%	73.86%	
➤ Disagree	23 (32.9%)	23 (27.7%)	24 (28.57%)	22 (23.40%)	16 (18.18%)	
➤ Strongly disagree	15 (21.4%)	8 (9.6%)	1 (1.19%)	4 (4.26%)	4 (4.55%)	
➤ Do not wish to answer/ skipped Q	8 (11.4%)	4 (4.8%)	2 (2.38%)	0 (0.00%)	3 (3.41%)	

40 I spend too much time doing paperwork						
	2011	2012	2013	2014	2015	
➤ Strongly agree	19 (27.1%)	20 (24.1%)	12 (14.29%)	21 (22.34%)	19 (21.59%)	
➤ Agree	22 (31.4%)	29 (34.9%)	25 (29.76%)	29 (30.85%)	25 (28.41%)	
Total strongly agree and/or agree	58.5%	59.06%	44.05%	53.19%	50.00%	
➤ Disagree	11 (15.7%)	18 (21.7%)	20 (23.81%)	24 (25.53%)	30 (34.09%)	
➤ Strongly disagree	4 (5.7%)	0	6 (7.14%)	5 (5.32%)	2 (2.27%)	
➤ Do not wish to answer/ skipped Q	14 (20.0%)	16 (19.3%)	21 (25.00%)	15 (15.96%)	12 (13.64%)	

41	When dealing with difficult cases or information, I have access to the appropriate support or de-briefing	2011	2012	2013	2014	2015
	➤ Strongly agree	6 (8.6%)	5 (6%)	14 (16.67%)	13 (13.83%)	20 (22.73%)
	➤ Agree	35 (50.0%)	43 (51.8%)	39 (46.43%)	47 (50.00%)	46 (52.27%)
	Total strongly agree and/or agree	58.6%	57.8%	63.10%	63.83%	75.00%
	➤ Disagree	14 (20.0%)	14 (16.9%)	11 (13.10%)	15 (15.96%)	6 (6.82%)
	➤ Strongly disagree	2 (2.9%)	5 (6%)	4 (4.76%)	3 (3.19%)	2 (2.27%)
	➤ Does not apply / Do not wish to answer/ skipped Q	13 (18.6%)	16 (19.3%)	16 (19.05%)	16 (17.02%)	14 (15.91%)

Communications in the service

42	I am kept informed of what's going on in my directorate	2011	2012	2013	2014	2015
	➤ Strongly agree	1 (1.4%)	11 (13.3%)	7 (8.33%)	17 (18.09%)	20 (22.73%)
	➤ Agree	35 (50.0%)	48 (57.8%)	48 (57.14%)	60 (63.83%)	57 (64.77%)
	Total strongly agree and/or agree	51.4%	71.1%	65.47%	81.91%	87.50%
	➤ Disagree	22 (31.4%)	20 (24.1%)	23 (27.38%)	9 (9.57%)	7 (7.95%)
	➤ Strongly disagree	6 (8.6%)	2 (2.4%)	3 (3.57%)	2 (2.13%)	0 (0.00%)
	➤ Do not wish to answer/ skipped Q	6 (8.6%)	2 (2.4%)	3 (3.57%)	6 (6.38%)	4 (4.55%)

43	I am kept informed about how well CYPS is performing	2011	2012	2013	2014	2015
	➤ Strongly agree	1 (1.4%)	7 (8.4%)	8 (9.52%)	20 (21.28%)	20 (22.73%)
	➤ Agree	31 (44.3%)	42 (50.6%)	54 (64.29%)	60 (63.83%)	60 (68.18%)
	Total strongly agree and/or agree	45.7%	59%	73.81%	85.11%	90.91%
	➤ Disagree	27 (38.6%)	28 (33.7%)	14 (16.67%)	7 (7.45%)	5 (5.68%)
	➤ Strongly disagree	3 (4.3%)	2 (2.4%)	5 (5.95%)	1 (1.06%)	0 (0.00%)
	➤ Do not wish to answer/ skipped Q	8 (11.4%)	4 (4.8%)	3 (3.57%)	6 (6.38%)	3 (3.41%)

44	I am kept up to date with changes in legislation and policies, which are relevant to how I carry out my job.	2011	2012	2013	2014	2015
	➤ Strongly agree	3 (4.3%)	4 (4.8%)	6 (7.14%)	9 (9.57%)	16 (18.18%)
	➤ Agree	35 (50.0%)	41 (49.4%)	42 (50.00%)	54 (57.45%)	56 (63.64%)
	Total strongly agree and/or agree	54.3%	54.2%	57.14%	67.02%	81.82%
	➤ Disagree	20 (28.6%)	29 (34.9%)	22 (26.19%)	17 (18.09%)	8 (9.09%)
	➤ Strongly disagree	0 (0.00%)	2 (2.4%)	3 (3.57%)	6 (6.38%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	12 (17.1%)	7 (8.4%)	11 (13.09%)	8 (8.51%)	7 (7.95%)

45	I know what is expected of me in my role	2011	2012	2013	2014	2015
	➤ Strongly agree	13 (18.6%)	13 (15.7%)	18 (21.43%)	29 (30.85%)	22 (25.00%)
	➤ Agree	44 (62.9%)	56 (67.5%)	53 (63.10%)	52 (55.32%)	56 (63.64%)
	Total strongly agree and/or agree	81.5%	83.2%	84.53%	86.17%	88.64%
	➤ Disagree	7 (10.0%)	11 (13.3%)	8 (9.52%)	6 (6.38%)	7 (7.95%)
	➤ Strongly disagree	2 (2.9%)	0 (0.00%)	2 (2.38%)	5 (5.32%)	1 (1.14%)
	➤ Do not wish to answer/ skipped Q	4 (5.7%)	3 (3.6%)	3 (3.57%)	2 (2.13%)	2 (2.27%)

46	My views are asked for	2011	2012	2013	2014	2015
	➤ Strongly agree	6 (8.6%)	3 (3.6%)	10 (11.90%)	17 (18.09%)	14 (15.91%)
	➤ Agree	27 (38.6%)	40 (48.2%)	36 (42.86%)	46 (48.94%)	55 (62.50%)
	Total strongly agree and/or agree	47.2%	51.8%	54.76%	67.02%	78.41%

➤ Disagree	21 (30.0%)	28 (33.7%)	26 (30.95%)	17 (18.09%)	12 (13.64%)
➤ Strongly disagree	7 (10.0%)	4 (4.8%)	5 (5.95%)	7 (7.45%)	3 (3.41%)
➤ Do not wish to answer/ skipped Q	9 (12.9%)	8 (9.6%)	7 (8.33%)	7 (7.45%)	4 (4.55%)

47 My views are listened to						
	2011	2012	2013	2014	2015	
➤ Strongly agree	5 (7.1%)	4 (4.8%)	7 (8.33%)	14 (14.89%)	12 (13.64%)	
➤ Agree	25 (35.7%)	35 (42.2%)	32 (38.10%)	42 (44.68%)	56 (63.64%)	
Total strongly agree and/or agree	42.8%	47%	46.43%	59.57%	77.28%	
➤ Disagree	24 (34.3%)	26 (31.3%)	31 (36.90%)	21 (22.34%)	9 (10.23%)	
➤ Strongly disagree	6 (8.6%)	5 (6%)	5 (5.95%)	9 (9.57%)	3 (3.41%)	
➤ Do not wish to answer/ skipped Q	10 (14.3%)	13 (15.7%)	9 (10.71%)	8 (8.51%)	8 (9.09%)	

48 When changes are planned for my service, I am consulted about them first						
	2011	2012	2013	2014	2015	
➤ Strongly agree	1 (1.4%)	2 (2.4%)	3 (3.57%)	6 (6.38%)	9 (10.23%)	
➤ Agree	19 (27.1%)	14 (16.9%)	19 (22.62%)	29 (30.85%)	41 (46.59%)	
Total strongly agree and/or agree	28.5%	19.3%	26.19%	37.23%	56.82%	
➤ Disagree	29 (41.4%)	44 (53%)	38 (45.24%)	31 (32.98%)	15 (17.05%)	
➤ Strongly disagree	10 (14.3%)	10 (12%)	16 (19.05%)	13 (13.83%)	10 (11.36%)	
➤ Do not wish to answer/ skipped Q	11 (15.7%)	13 (15.7%)	8 (9.52%)	15 (15.96%)	13 (14.77%)	

Responses broken down by staff group/category

What is your length of service?

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Up to 1 year	6 (15.38%)	0	0	0	0	1 (9.09%)
Between 1 – 3 years	8 (20.51%)	0	2 (20.00%)	1 (100%)	6 (22.22%)	2 (18.18%)
Between 3 – 5 years	3 (7.69%)	0	0	0	4 (14.81%)	1 (9.09%)
Between 5 – 10 years	8 (20.51%)	0	3 (30.00%)	0	8 (29.63%)	2 (18.18%)
Over 10 years	14 (35.90%)	0	5 (50.00%)	0	9 (33.33%)	5 (45.45%)
	39	0	10	1	27	11

Overall satisfaction and morale

I enjoy my work

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	15 (38.46%)	0	5 (50.00%)	0 (0.00%)	7 (25.93%)	7 (63.64%)
Agree	22 (56.41%)	0	4 (40.00%)	1 (10.00%)	18 (66.67%)	3 (27.27%)
Disagree	1 (2.56%)	0	0 (0.00%)	0	1 (3.70%)	1 (9.09%)
Strongly Disagree	0 (0.00%)	0	1 (10.00%)	0	0	0
N/a / skipped question	1 (2.56%)	0	0 (0.00%)	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My job is fulfilling

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	9 (23.08%)	0	4 (40.00%)	0	5 (18.52%)	5 (45.45%)
Agree	26 (66.67%)	0	5 (50.00%)	1 (100%)	18 (66.67%)	6 (54.55%)
Disagree	3 (7.69%)	0	0	0	2 (7.41%)	0
Strongly Disagree	0	0	1 (10.00%)	0	1 (3.70%)	0
N/a / skipped question	1 (2.56%)	0	0	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My knowledge and skills are fully utilised

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	11 (28.21%)	0	1 (10.00%)	0	8 (29.63%)	4 (36.36%)
Agree	22 (56.41%)	0	6 (60.00%)	1 (100%)	12 (44.44%)	3 (27.27%)
Disagree	4 (10.26%)	0	2 (20.00%)	0	4 (14.81%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	0	0	2 (7.41%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I feel my job is important

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	26 (66.67%)	0	3 (30.00%)	0	11 (40.74%)	8 (72.73%)
Agree	12 (30.77%)	0	6 (60.00%)	1 (100%)	13 (48.15%)	3 (27.27%)
Disagree	0	0	0	0	1 (3.70%)	0
Strongly Disagree	0	0	1 (10.00%)	0	1 (3.70%)	0
N/a / skipped question	1 (2.56%)	0	0	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I feel valued at work

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	11 (28.21%)	0	2 (20.00%)	0	9 (33.33%)	2 (18.18%)
Agree	21 (53.85%)	0	6 (60.00%)	1 (100%)	9 (33.33%)	6 (54.55%)
Disagree	5 (12.82%)	0	1 (10.00%)	0	6 (22.22%)	1 (9.09%)
Strongly Disagree	2 (5.13%)	0	1 (10.00%)	0	2 (7.41%)	1 (9.09%)
N/a / skipped question	0	0	0	0	1 (3.70%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

In my workplace, my general welfare is considered to be important

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	14 (35.90%)	0	1 (10.00%)	0	8 (29.63%)	4 (36.36%)
Agree	19 (48.72%)	0	6 (60.00%)	1 (100%)	12 (44.44%)	3 (27.27%)
Disagree	4 (10.26%)	0	2 (20.00%)	0	4 (14.81%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	0	0	2 (7.41%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Concern is shown for my health and safety at work

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	11 (28.21%)	0	1 (10.00%)	1 (100%)	7 (25.93%)	4 (36.36%)
Agree	25 (64.10%)	0	7 (70.00%)	0	13 (48.15%)	5 (45.45%)
Disagree	2 (5.13%)	0	1 (10.00%)	0	2 (7.41%)	1 (9.09%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	1 (3.70%)	0
N/a / skipped question	0	0	0	0	4 (14.81%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

This is a good council to work for

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	12 (30.77%)	0	1 (10.00%)	0	7 (25.93%)	2 (18.18%)
Agree	25 (64.10%)	0	8 (80.00%)	1 (100%)	14 (15.85%)	8 (72.73%)
Disagree	1 (2.56%)	0	0	0	1 (3.70%)	0
Strongly Disagree	0	0	1 (10.00%)	0	1 (3.70%)	0
N/a / skipped question	1 (2.56%)	0	0	0	4 (14.81%)	1 (9.09%)
	39 (100%)	0	10 (100%)	0	27 (100%)	11 (100%)

At present, I am not looking for work outside this council

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	21 (53.85%)	0	4 (40.00%)	0	12 (44.44%)	2 (18.18%)
Agree	12 (30.77%)	0	3 (30.00%)	1 (100%)	6 (22.22%)	6 (54.55%)
Disagree	2 (5.13%)	0	1 (10.00%)	0	6 (22.22%)	1 (9.09%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	1 (3.70%)	2 (18.18%)
N/a / skipped question	3 (7.69%)	0	1 (10.00%)	0	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

The Council

I am kept informed about what's going on in the Council and what it is trying to achieve

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	14 (35.90%)	0	2 (20.00%)	0	5 (18.52%)	1 (9.09%)
Agree	21 (53.85%)	0	7 (70.00%)	1 (100%)	18 (66.67%)	9 (81.82%)
Disagree	1 (2.56%)	0	0	0	1 (3.70%)	1 (9.09%)
Strongly Disagree	0	0	1 (10.00%)	0	0	0
N/a / skipped question	3 (7.69%)	0	0	0	3 (11.11%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I know how my work contributes to the success or failure of the Council

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	12 (30.77%)	0	1 (10.00%)	0	4 (14.81%)	2 (18.18%)
Agree	23 (58.97%)	0	8 (80.00%)	1 (100%)	19 (70.37%)	6 (54.55%)
Disagree	2 (5.13%)	0	1 (10.00%)	0	3 (11.11%)	3 (27.27%)
Strongly Disagree	0	0	0	0	0	0
N/a / skipped question	2 (5.13%)	0	0	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

In this Council there are good career pathways available

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	8 (20.51%)	0	1 (10.00%)	0	2 (7.41%)	1 (9.09%)
Agree	17 (43.59%)	0	7 (70.00%)	1 (100%)	17 (62.96%)	3 (27.27%)
Disagree	8 (20.51%)	0	1 (10.00%)	0	1 (3.70%)	2 (18.18%)
Strongly Disagree	0	0	1 (10.00%)	0	4 (14.81%)	4 (36.36%)
N/a / skipped question	6 (15.38%)	0	0	0	3 (11.11%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I feel I can approach senior management if I want to

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	18 (46.15%)	0	2 (20.00%)	0	7 (25.93%)	2 (18.18%)
Agree	16 (41.03%)	0	7 (70.00%)	1 (100%)	13 (48.15%)	6 (54.55%)
Disagree	2 (5.13%)	0	0	0	1 (3.70%)	2 (18.18%)
Strongly Disagree	0	0	1 (10.00%)	0	4 (14.81%)	1 (9.09%)
N/a / skipped question	3 (7.69%)	0	0	0	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

The Council understands what's going on in our service

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	7 (17.95%)	0	0	0	3 (11.11%)	1 (9.09%)
Agree	21 (53.85%)	0	8 (80.00%)	1 (100%)	16 (59.26%)	3 (27.27%)
Disagree	4 (10.26%)	0	0	0	1 (3.70%)	4 (36.36%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	2 (7.41%)	2 (18.18%)
N/a / skipped question	6 (15.38%)	0	1 (10.00%)	0	5 (18.52%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I feel that the Director of Social Services, Health and Housing is accessible

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	9 (23.08%)	0	2 (20.00%)	0	4 (14.81%)	3 (27.27%)
Agree	22 (56.41%)	0	7 (70.00%)	0	17 (62.96%)	6 (54.55%)
Disagree	3 (7.69%)	0	0	1 (100%)	0	1 (9.09%)
Strongly Disagree	0	0	1 (10.00%)	0	1 (3.70%)	0
N/a / skipped question	5 (12.82%)	0	0	0	5 (18.52%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I feel that the Head of CYPS is accessible

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	11 (28.21%)	0	1 (10.00%)	0	1 (3.70%)	3 (27.27%)
Agree	19 (48.72%)	0	8 (80.00%)	0	19 (70.37%)	5 (45.45%)
Disagree	5 (12.82%)	0	0	1 (100%)	0	0
Strongly Disagree	0	0	1 (10.00%)	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	4 (10.26%)	0	0	0	6 (22.22%)	2 (18.18%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My Team

I am trusted to do my job

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	16 (41.03%)	0	4 (40.00%)	0	14 (51.85%)	5 (45.45%)
Agree	21 (53.85%)	0	6 (60.00%)	1 (100%)	11 (40.74%)	5 (45.45%)
Disagree	1 (2.56%)	0	0	0	1 (3.70%)	0
Strongly Disagree	0	0	0	0	0	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	0	0	1 (3.70%)	0
	39(100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Team Meetings are held regularly

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	15 (38.46%)	0	2 (20.00%)	0	8 (29.63%)	2 (18.18%)
Agree	22 (56.41%)	0	7 (70.00%)	0	10 (37.04%)	7 (63.64%)
Disagree	1 (2.56%)	0	1 (10.00%)	1 (100%)	4 (14.81%)	1 (9.09%)
Strongly Disagree	1 (2.56%)	0	0	0	3 (11.11%)	1 (9.09%)
N/a / skipped question	0	0	0	0	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Team Meetings are useful and productive

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	11 (28.21%)	0	1 (10.00%)	0	4 (14.81%)	1 (9.09%)
Agree	26 (66.67%)	0	7 (70.00%)	0	16 (59.26%)	6 (54.55%)
Disagree	2 (5.13%)	0	1 (10.00%)	0	2 (7.41%)	3 (27.27%)
Strongly Disagree	0	0	1 (10.00%)	0	0	0
N/a / skipped question	0	0	0	1 (100%)	5 (18.52%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

On the whole, my team works well together

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	20 (51.28%)	0	6 (60.00%)	0	11 (40.74%)	5 (45.45%)
Agree	16 (41.03%)	0	3 (30.00%)	1 (100%)	14 (51.85%)	4 (36.36%)
Disagree	2 (5.13%)	0	0	0	1 (3.70%)	2 (18.18%)
Strongly Disagree	0	0	1 (10.00%)	0	0	0
N/a / skipped question	1 (2.56%)	0	0	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My colleagues are committed to doing quality work

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	21 (53.85%)	0	6 (60.00%)	0	10 (37.04%)	6 (54.55%)
Agree	17 (43.59%)	0	3 (30.00%)	1 (100%)	14 (51.85%)	5 (45.55%)
Disagree	0	0	0	0	0	0
Strongly Disagree	0	0	0	0	0	0
N/a / skipped question	1 (2.56%)	0	1 (10.00%)	0	3 (11.11%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

If there is ever conflict amongst colleagues, management will address the issue

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	13 (33.33%)	0	2 (20.00%)	0	7 (25.93%)	3 (27.27%)
Agree	17 (43.59%)	0	6 (60.00%)	0	13 (48.15%)	6 (54.55%)
Disagree	1 (2.56%)	0	1 (10.00%)	0	3 (11.11%)	0
Strongly Disagree	0	0	0	0	3 (11.11%)	2 (18.18%)
N/a / skipped question	8 (20.51%)	0	1 (10.00%)	1 (100%)	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My manager always treats me with respect

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	24 (61.54%)	0	8 (80.00%)	0	10 (37.04%)	2 (18.18%)
Agree	12 (30.77%)	0	1 (10.00%)	1 (100%)	14 (51.85%)	8 (72.73%)
Disagree	2 (5.13%)	0	1 (10.00%)	0	1 (3.70%)	0
Strongly Disagree	0	0	0	0	0	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	0	0	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I receive regular one-to-one supervision with my manager/supervisor

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	24 (61.54%)	0	7 (70.00%)	0	6 (22.22%)	2 (18.18%)
Agree	14 (35.90%)	0	3 (30.00%)	1 (100%)	14 (51.85%)	6 (54.55%)
Disagree	1 (2.56%)	0	0	0	4 (14.81%)	0
Strongly Disagree	0	0	0	0	2 (7.41%)	3 (27.27%)
N/a / skipped question	0	0	0	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I can ask for advice and support from my manager

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	25 (64.10%)	0	7 (70.00%)	0	8 (29.63%)	4 (36.36%)
Agree	13 (33.33%)	0	3 (30.00%)	1 (100%)	15 (55.56%)	5 (45.45%)
Disagree	1 (2.56%)	0	0	0	0	2 (18.18%)
Strongly Disagree	0	0	0	0	1 (3.70%)	0
N/a / skipped question	0	0	0	0	3 (11.11%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Training and Development

There is someone at work who encourages my development

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	13 (33.33%)	0	4 (40.00%)	0	6 (22.22%)	1 (9.09%)
Agree	21 (53.85%)	0	4 (40.00%)	0	12 (44.44%)	3 (27.27%)
Disagree	4 (10.26%)	0	1 (10.00%)	1 (100%)	7 (25.93%)	5 (45.45%)
Strongly Disagree	0	0	1 (10.00%)	0	1 (3.70%)	2 (18.18%)
N/a / skipped question	1 (2.56%)	0	0	0	1 (3.70%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I receive the training I need to effectively carry out my job

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	13 (33.33%)	0	0	0	5 (18.52%)	2 (18.18%)
Agree	20 (51.28%)	0	8 (80.00%)	0	18 (66.67%)	6 (54.55%)
Disagree	4 (10.26%)	0	1 (10.00%)	0	2 (7.412%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	0	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	0	1	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I receive regular appraisals

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	6 (15.38%)	0	0	0	4 (14.81%)	1 (9.09%)
Agree	5 (12.82%)	0	3 (30.00%)	0	14 (51.85%)	2 (18.18%)
Disagree	16 (41.03%)	0	2 (20.00%)	0	3 (11.11%)	2 (18.18%)
Strongly Disagree	7 (17.95%)	0	3 (30.00%)	0	4 (14.81%)	6 (54.55%)
N/a / skipped question	5 (12.82%)	0	2 (20.00%)	1 (100%)	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My appraisals help me in planning for the future

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	5 (12.82%)	0	0	0	5 (18.52%)	1 (9.09%)
Agree	7 (17.95%)	0	3 (30.00%)	0	10 (37.04%)	1 (9.09%)
Disagree	11 (28.21%)	0	1 (10.00%)	0	5 (18.52%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	2 (20.00%)	0	2 (7.41%)	4 (36.36%)
N/a / skipped question	15 (38.46%)	0	4 (20.00%)	1 (100%)	5 (18.52%)	3 (27.27%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Pay, benefits and recognition

I feel I receive a fair wage for the work I do

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	4 (10.26%)	0	0	0	2 (7.41%)	1 (9.09%)
Agree	21 (53.85%)	0	2 (20.00%)	0	11 (40.74%)	2 (18.18%)
Disagree	11 (28.21%)	0	4 (40.00%)	1 (100%)	8 (29.63%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	2 (20.00%)	0	2 (7.41%)	5 (45.45%)
N/a / skipped question	2 (5.13%)	0	2 (20.00%)	0	4 (14.81%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Apart from my pay, there are other benefits I can access as a member of staff here

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	3 (7.69%)	0	0	0	2 (7.41%)	1 (9.09%)
Agree	14 (35.90%)	0	5 (50.00%)	0	14 (51.85%)	2 (18.18%)
Disagree	15 (38.46%)	0	2 (20.00%)	0	6 (22.22%)	4 (36.36%)
Strongly Disagree	4 (10.26%)	0	1 (10.00%)	1 (100%)	0	3 (27.27%)
N/a / skipped question	3 (7.69%)	0	2 (20.00%)	0	5 (18.52%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I feel that I am encouraged to show initiative

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	9 (23.08%)	0	1 (10.00%)	0	5 (18.52%)	1 (9.09%)
Agree	28 (71.79%)	0	9 (90.00%)	1 (100%)	18 (66.67%)	5 (45.45%)
Disagree	2 (5.13%)	0	0	0	1 (3.70%)	1 (9.09%)
Strongly Disagree	0	0	0	0	1 (3.70%)	2 (18.18%)
N/a / skipped question	0	0	0	0	2 (7.41%)	2 (18.18%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I receive recognition for work well done

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	8 (20.51%)	0	1 (10.00%)	0	6 (22.22%)	1 (9.09%)
Agree	25 (64.10%)	0	8 (80.00%)	0	14 (51.85%)	4 (36.36%)
Disagree	3 (7.69%)	0	0	0	4 (14.81%)	3 (27.27%)
Strongly Disagree	1 (2.56%)	0	1 (10.00%)	0	1 (3.70%)	3 (27.27%)
N/a / skipped question	2 (5.13%)	0	0	1 (100%)	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Work environment and support

I am satisfied with my current working environment

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	11 (28.21%)	0	3 (30.00%)	0	9 (33.33%)	3 (27.27%)
Agree	23 (58.97%)	0	6 (60.00%)	1 (100%)	16 (59.26%)	6 (54.55%)
Disagree	1 (2.56%)	0	0	0	0	0
Strongly Disagree	3 (7.69%)	0	1 (10.00%)	0	0	2 (18.18%)
N/a / skipped question	1 (2.56%)	0	0	0	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I have the tools equipment and information to do my job

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	6 (15.38%)	0	1 (10.00%)	0	8 (29.63%)	3 (27.27%)
Agree	27 (69.23%)	0	7 (70.00%)	1 (100%)	19 (70.37%)	5 (45.45%)
Disagree	5 (12.82%)	0	2 (20.00%)	0	0	3 (27.27%)
Strongly Disagree	0	0	0	0	0	0
N/a / skipped question	1 (2.56%)	0	0	0	0	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My fixed centre of work is about to change and I understand why this needs to happen

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	1 (2.56%)	0	0	0	1 (3.70%)	0
Agree	4 (10.26%)	0	1 (10.00%)	0	7 (25.93%)	1 (9.09%)
Disagree	4 (10.26%)	0	0	0	1 (3.70%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	0	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	29 (74.35%)	0	9 (90.00%)	1 (100%)	17 (62.96%)	7 (63.64%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My fixed centre of work is about to change and I am comfortable with this

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	1 (2.56%)	0	0	0	1 (3.70%)	0
Agree	3 (7.69%)	0	0	0	7 (25.93%)	1 (9.09%)
Disagree	4 (10.26%)	0	1	0	1 (3.70%)	2 (18.18%)
Strongly Disagree	1 (2.56%)	0	0	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	30 (76.92%)	0	9	1 (100%)	17 (62.96%)	7 (63.64%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My workload is manageable

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	2 (5.13%)	0	2 (20.00%)	0	5 (18.52%)	1 (9.09%)
Agree	28 (71.79%)	0	5 (50.00%)	1 (100%)	16 (59.26%)	5 (45.45%)
Disagree	7 (17.95%)	0	3 (30.00%)	0	3 (11.11%)	3 (27.27%)
Strongly Disagree	2 (5.13%)	0	0	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	0	0	0	0	2 (7.41%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I spend too much time doing paperwork

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	15 (38.46%)	0	2 (20.00%)	0	0	2 (18.18%)
Agree	16 (14.03%)	0	4 (40.00%)	0	3 (11.11%)	4 (36.36%)
Disagree	6 (15.38%)	0	2 (20.00%)	1 (100%)	15 (55.56%)	3 (27.27%)
Strongly Disagree	1 (2.56%)	0	0	0	0	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	2 (20.00%)	0	9 (33.33%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

When dealing with difficult cases or information I have access to the appropriate support or de-briefing

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	13 (33.33%)	0	1 (10.00%)	0	4 (14.81%)	2 (18.18%)
Agree	22 (56.41%)	0	9 (90.00%)	0	11 (40.74%)	4 (36.36%)
Disagree	3 (7.69%)	0	0	0	0	3 (27.27%)
Strongly Disagree	0	0	0	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	1 (2.56%)	0	0	1 (100%)	11 (40.74%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Communications in the Service

I am kept informed of what's going on in my directorate

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	10 (25.64%)	0	3 (30.00%)	0	6 (22.22%)	1 (9.09%)
Agree	24 (61.54%)	0	7 (70.00%)	1 (100%)	18 (66.67%)	7 (63.64%)
Disagree	4 (10.26%)	0	0	0	1 (3.70%)	2 (18.18%)
Strongly Disagree	0	0	0	0	0	0
N/a / skipped question	1 (2.56%)	0	0	0	2 (7.41%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I am kept informed about how well CYPs is performing

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	10 (25.64%)	0	2 (20.00%)	0	7 (25.93%)	1 (9.09%)
Agree	27 (69.23%)	0	8 (80.00%)	1 (100%)	18 (66.67%)	6 (54.55%)
Disagree	1 (2.56%)	0	0	0	0	4 (36.36%)
Strongly Disagree	0	0	0	0	0	0
N/a / skipped question	1 (2.56%)	0	0	0	2 (7.41%)	0
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I am kept up to date with changes in legislation and policies which are relevant to how I carry out my job

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	8 (20.51%)	0	1 (10.00%)	0	6 (22.22%)	1 (9.09%)
Agree	27 (69.23%)	0	7 (70.00%)	1 (100%)	16 (59.26%)	5 (45.45%)
Disagree	1 (2.56%)	0	1 (10.00%)	0	2 (7.41%)	4 (36.36%)
Strongly Disagree	1 (2.56%)	0	0	0	0	0
N/a / skipped question	2 (5.13%)	0	1 (10.00%)	0	3 (11.11%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

I know what is expected of me in my role

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	9 (23.08%)	0	3 (30.00%)	0	7 (25.93%)	3 (27.27%)
Agree	26 (66.67%)	0	7 (70.00%)	0	19 (70.37%)	4 (36.36%)
Disagree	2 (5.13%)	0	0	1 (100%)	1 (3.70%)	3 (27.27%)
Strongly Disagree	1 (2.56%)	0	0	0	0	0
N/a / skipped question	1 (2.56%)	0	0	0	0	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My views are asked for

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	6 (15.38%)	0	0	0	5 (18.52%)	3 (27.27%)
Agree	27 (69.23%)	0	10 (100%)	1 (100%)	15 (55.56%)	2 (18.18%)
Disagree	3 (7.69%)	0	0	0	5 (18.52%)	4 (36.36%)
Strongly Disagree	1 (2.56%)	0	0	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	2 (5.13%)	0	0	0	1 (3.70%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

My views are listened to

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	4 (10.26%)	0	0	0	5 (18.52%)	3 (27.27%)
Agree	26 (66.67%)	0	9 (90.00%)	1 (100%)	17 (62.96%)	3 (27.27%)
Disagree	4 (10.26%)	0	0	0	2 (7.41%)	3 (27.27%)
Strongly Disagree	1 (2.56%)	0	0	0	1 (3.70%)	1 (9.09%)
N/a / skipped question	4 (10.26%)	0	1 (10.00%)	0	2 (7.41%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

When changes are planned for my service, I am consulted about them first

	Social worker NPTCBC	Social worker Agency	PSW NPTCBC	PSW Agency	Business Support	Other
Strongly agree	4 (10.26%)	0	0	0	4 (14.81%)	1 (9.09%)
Agree	19 (48.72%)	0	7 (100%)	0	13 (48.15%)	2 (18.18%)
Disagree	8 (20.51%)	0	0	0	3 (11.11%)	4 (36.36%)
Strongly Disagree	4 (10.26%)	0	10 (10.00%)	0	2 (7.41%)	3 (27.27%)
N/a / skipped question	4 (10.26%)	0	2 (20.00%)	1 (100%)	5 (18.52%)	1 (9.09%)
	39 (100%)	0	10 (100%)	1 (100%)	27 (100%)	11 (100%)

Linear Responses – 3 biggest pressures

Results for 1st biggest pressure

1. Caseloads
2. Training and being able to apply it
3. Placement breakdowns
4. Completing paperwork on time
5. Court work
6. Workload – PDG spending plan
7. Nature of work
8. Time
9. Accountable nature of job
10. Lack of policy and structure
11. The length of time it takes to complete certain tasks
12. Lack of services
13. Court timescales
14. Other people who have poor sick records
15. None specific
16. Large caseload
17. Cover
18. Work/life balance
19. Time constraints
20. Recruitment delays
21. Time
22. Timescales
23. Paperwork, too much
24. Completing paperwork on time and the constant increase in the amount that needs doing.
25. Workload
26. Workload
27. High caseload
28. Team transition, new ways of working/job role change
29. Time
30. Financial constraints
31. Due to changes: challenging social workers about clarity of my role
32. Need for more staff in my team and also Business Support
33. Staffing issues
34. Time management/caseload
35. Staff shortages
36. Timescales to complete tasks not always conducive to quality assessments
37. Available resources
38. Time
39. Lack of communication with social workers
40. Stress
41. Time
42. Poor pay
43. Amount of paperwork and time spent at a computer
44. Other members of staff creating a negative environment

45. Paperwork
46. Lack of a manager in post
47. Managing many different elements of the job at the same time
48. Lack of resources
49. Conflict around direct payments due to lack of budget
50. Financial pressure and budget management
51. Consistency from management
52. Lack of resources
53. Being new in the job is the biggest pressure for me at present
54. Time
55. Managing time
56. Finances
57. Working court cases
58. Staff shortages
59. Paperwork
60. High volume of work
61. Time/deadlines
62. Time
63. Understaffing
64. Deadlines
65. Increasing workload
66. Staff shortages
67. Volumes of work
68. Chasing up managers to reach deadlines
69. Lack of staff
70. Other people not understanding processes which need to be followed
71. Volume of work
72. Court work
73. Timescales

Results for 2nd biggest pressure

1. Lack of staff present due to sickness, holidays etc.
2. Time
3. Teenage placements
4. None
5. Having enough time to fit it all in
6. Ed and Ssd systems not in line
7. Timescales
8. Accuracy
9. Timescales for work which are usually competing
10. In-house politics and arguments
11. Irate telephone calls
12. Caseloads
13. People not being fair within the team
14. None specific
15. Facilities to do work for my role
16. Workload
17. Workload
18. Large teams to manage

19. Frequently redeploying staff between teams
20. Paperwork
21. Families
22. Lack of services
23. Motivating staff
24. Wage doesn't reflect the work carried out
25. Timescales
26. Time restraints
27. Case management responsibility
28. Paperwork
29. Inconsistency
30. Time wastage due to challenging other services when they have a role/duty
31. Heavy workload
32. Ensuring adequate cover for child protection conferences
33. Time to complete quality reports
34. Workloads
35. Communication with some social workers who do not always keep you in the loop
36. Money
37. Relying on my own car
38. Court work
39. Poor authority
40. Negative views of service users about the service due to previous involvement
41. Covering when team members are not in work
42. Timescales
43. Lack of staff
44. Conflicting views from other agency professionals
45. None
46. Paperwork. Having to go out to people; read out reports and then go back out to get other reports signed. It must be costing petrol and social work time.
47. Getting supports
48. Volume of work
49. Working with a limited computer system
50. Paperwork
51. Not enough services for disabled children
52. Timescales
53. High caseloads
54. Lack of placement matches
55. Low number of business support staff
56. Time
57. Ivory tower management
58. Receiving information from others in order to continue my tasks
59. Staff shortages
60. Meeting own deadlines
61. N/A
62. Deadlines
63. Caseloads

Results for 3rd biggest pressure

1. Resources
2. None
3. Lack of HR support
4. Caseloads
5. Productivity
6. Lack of resources for support services
7. Ingrained practice
8. Timescales
9. Cut backs
10. None specific
11. Too many changes of role; workplace unclear on information re: finance to young people
12. Men orientated
13. Ensuring all tasks are completed
14. Time constraints
15. Services
16. Resources for families
17. Time
18. Constant threat of budget cuts and that support services e.g. youth service, are slowly, or quickly disappearing
19. Resources
20. Battling with colleagues and management to stick to job roles within new team changes management brought in
21. Lack of services
22. Relationships within team
23. Lack of knowledge by supervisor
24. Currently a lot of negativity in the team room. This is infectious and I find coming into work quite difficult some days
25. None
26. Stress of daily conflict with families
27. Knowledge
28. Getting to venues and pick-ups on time
29. Managing staff
30. Senior management schemes
31. Information not shared in a timely manner
32. Stigma
33. Time and resource restrictions
34. Volume of work
35. None
36. Too many children in need reviews which must be costing money if they are not necessary for a family at that particular time. This means we cannot judge how much time to give to other cases who are more needy
37. Finding enough time and less paper work
38. Time management
39. Resources for teenagers
40. Other professionals not understanding the social workers role
41. Allocation of work and cases
42. Lazy social workers

43. Out of county visits
44. Disorganised social workers
45. Time
46. Not being allowed to make decisions that I am paid to make and treated like a grown up
47. Lack of funds
48. N/A

Linear Responses – Additional Comments

Positive

1. I have recently joined Intake and Assessment as a part time member of staff. I enjoy the team, have good support from all managers and feel the caseloads are manageable. When caseloads do get stressful then there is good support to manage this.

There is good links with HR which I feel is not like other authorities I have worked with. They have approach staff to see how we are and that adds to the supportive environment.

Negative

2. Bullying has moved underground. Managers own values not policy influence team culture. Personality of managers can make or break a team.

3. As a social worker we cannot, due to caseloads provide the input required to provide the support needed by the children and families and therefore rely on services and support within teams such as PSW, voluntary agencies. When negotiations around services needed took place management either failed to consult sufficiently or decided to dis-regard what the social workers within teams felt was needed. I, as a social worker have fed in views of what I felt was needed but until the service changes were in place I had no consultation about management plans or services that were being commissioned or scrapped. The services available are not flexible enough to meet the demands of the children we work with.

4. I feel that the role of a YPA/case manager is very undervalued by higher management; this is highlighted in our pay also the change of our role differs on a daily basis to suit the LAC social worker, when they want our support but no support is reciprocated.

5. I am a social worker in the WBAS and I work in the post adoption support section of the service. Since February in our section we have lost our manager and 2 social workers. The depletion in staff has meant that my deputy is acting up in the manager role, meaning the loss of another social worker. Whereas I receive a large amount of support from my line manager, I do feel that very little in general has been put in place to address the staff shortages and the needs of our post adoption service.

Post adoption support is a specialised service and requires specialist training in certain areas. I understand there are constraints with the budget but I feel sometimes that this is not seen as a priority.

6. There are tight staffing levels due to the cut back to local authority budgets. I feel this will have a detrimental effect on the services currently being provided and put additional stress on staff.

Balanced/mixed

7. I have been a social worker for ten years and I love my job. I want to continue to improve my skills to benefit the service however I have no wish to progress to management. This has limited me as while I regularly take on extra work (students/task and finish groups/working with Swansea Uni) it does not help towards my progression in any way. On a financial basis I am at the top of my scale and am unable to move anywhere without taking on a management role. I feel that there should be opportunities for people who can evidence additional work within the authority to be able to move on to the next scale.

8. My team is stable which is good but now I want to progress. There is little opportunity at present to increase my earnings until I can be promoted; there is little opportunity for this at present. I take more complex cases (my own choice) but as I also look at research in my own time and pass on to the team I feel my pay should relate to this. As others do just the basics but get the same pay as me. They also are not looking to have more responsibility which I think is unfair.

9. This has been a difficult survey to complete as although I am still an NPT employee I now work for the Western Bay Adoption service. I remember completing this survey a year ago and all my answers were positive which makes me feel very sad. Western Bay Adoption Service is only 7 months in and on one hand it is achieving good results. However, we are facing a very high level of resignations (between 25 and 30% of the service in the past 6 months) which is unheard of in an adoption service. As yet we have not introduced a single replacement into the service.

I don't think that these resignations have been taken seriously as I am not aware of any of the 7 people who have now left (another to go soon) having been given proper exit interviews. The reasons for people leaving needs to be understood and analysed.

NPT has an excellent track record (over the past few years) at trouble shooting 'problems' in the area teams. I understand that Western Bay is complex and that the lead is Swansea, however there are still 6 social workers employed by NPT here in Western Bay. We have lost 3 excellent NPT social workers in the past months who have taken their skills elsewhere.

I do want to see the service succeed. I am doing my best to support my Manager. However I consider that my manager and the service is in need of extra support at the moment.

10. We are having challenges with new payments and direction on this is conflicting. It would be good to have clear direction and not to have the role strain on the social workers when undertaking assessments.

11. As I have only been in post for a couple of weeks my knowledge of NPT service delivery is limited, making it difficult to answer the survey questions in a fully informed way.

Suggestions for improvement

12. Some of my skills and abilities which I have acquired outside of work while in university could be of benefit to my team such as family research and social history, and I would like them to be utilised even though they are not strictly part of my job role. These skills have proved valuable previously to PSW's, particularly when working with children who have very little family and need to know where they come from. It would make a considerable difference in life story work and make me feel my skills were fully utilised.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Children, Young People and Education Cabinet Board

11th February 2016

Report of the Head of Participation Chris Millis

Matter for Decision

Wards Affected:

All Wards

Contract Variation for NPT Works

Purpose of the Report

1. To seek Member approval to vary the Contract with Rehab Jobfit for the NPT Works programme in Neath Port Talbot and Bridgend.

Executive Summary

The Council is a delivery partner of Rehab Jobfit, that delivers the UK wide Work Programme in Neath Port Talbot and Bridgend. This Paper seeks approval to vary the Contract with Rehab Jobfit from an open ended Contract to a defined time bound agreement.

Background

The Works Programme is a UK Government welfare-to-work programme introduced in June 2011. Under the Work Programme the task of getting

the long-term unemployed into work was outsourced to a range of public sector, private sector and third sector organisations. The Council contracts with Rehab Jobfit, a third sector led partnership, to deliver the Works Programme in both Neath Port Talbot and Bridgend.

When the original contract was signed, it was open ended with the assumption that it would follow the Department of Work and Pensions Work Programme contract from June 2011 through to March 2020.

This Contract Variation allows the Council to clearly define the Contract end date. The new wording of the Contract states that new referrals will cease on the 31st of March 2017 and, whilst the Council's obligations to existing customer will continue after this date, all of the Council's obligations will come to an end no later than the 31st of March 2019.

The UK Government are currently planning the successor to the Work Programme. It looks likely that the Work and Health Programme will replace the Work Programme and Work Choice programme into a single delivery model. The Department of Work and Pensions are seeking to roll out the Work and Health Programme in 2017, which could mean that the Council will cease delivery of the Work Programme during in 2017.

Financial Impact

Rehab Jobfit have indicated that, upon legal completion of the Contract Variation, the Council will receive an additional payment of £11,000 and also further bonus payments for over performance of £500 per job outcome (this is where a participant stays in employment for 6 months or more) once the performance of the Contract exceeds 120%.

Equality Impact Assessment

2. After consideration this is not applicable.

Workforce Impacts

3. By agreeing to Contract Variation, the current contractual agreements for all NPT Works staff members can be reviewed and revised according to operational need in a time bound manner which hasn't been possible with an open ended Contract. It should be noted that TUPE may apply to

current employees at the end of the Contract period depending on the Contract Provider of the new programme.

Legal Impacts

4. The Legal Department of the Council has been consulted on the Contract Variation and agree that the agreement can be completed subject to Member approval.

Risk Management

This Report seeks to minimise the risk to the Council by defining a Contract end date.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendations

5. It is recommended that Members agree to delegate responsibility to the Head of Participation to sign the Contract Variation with Rehab Jobfit for the delivery of the NPT Works programme in Neath Port Talbot and Bridgend.

Reasons for Proposed Decision

6. The Contract Variation allows the Council to clearly define the Contract end date.

Implementation of Decision

7. It is proposed for the three day call in period.

Appendices

8. N/A.

Officer Contact

9. Chris Millis Head of Participation, Telephone 01639 763226 email c.d.millis@npt.gov.uk
10. Neil Thomas Participation Co-Ordinator, Telephone 01639 686376 email n.g.thomas@npt.gov.uk

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Children, Young People and Education Cabinet Board

11th February 2016

Report of the Head of Participation Chris Millis

Matter for Decision

Wards Affected:

All Wards

CHILDCARE FACILITIES WITHIN SCHOOLS IN NEATH PORT TALBOT

Purpose of the Report

1. The purpose of this Report is to present the current situation with regard to childcare facilities located on school sites. The Report seeks to update Members and seeks authorisation to regularise the position of childcare settings on school sites.

Included with this Report is a list of childcare provisions currently occupying surplus space within schools throughout the County Borough.

Executive Summary

2. This Report seeks to gain authorisation for the development of childcare facilities on school sites and to allocate delegated powers to the Head of Participation to authorise childcare developments on school sites. This is reported to Members on an annual basis.

Background

The Local Authority has a statutory duty to provide sufficient childcare places for those parents and carers who want them. This duty came into effect in April 2008 and forms part of the statutory duties imposed on all local authorities set out by the Childcare Act 2006.

The Early Years and Childcare Unit are currently implementing the Delivery Plan which was developed following the Childcare Sufficiency Assessment. This places a statutory duty on the Local Authority and early indications are that more out of school childcare places will be required so that the Authority can meet demand from parents.

There are different types of childcare currently located in schools and these include:

Full Day Care – facilities that provide childcare for children under eight for a continuous period of four hours or more in any day in premises which are not domestic.

Out of School Care – the total care is for more than two hours in any day and for more than five days in a year. It is intended for children who attend school and may include breakfast clubs, after school clubs and holiday play clubs.

Sessional Day Care – facilities that provide day care for children under eight for a session which is less than a continuous period of four hours in any day. These may include playgroups and Welsh medium Cylchoedd Meithrin. Sessional childcare can also include a wrap around facility for children attending part time nursery education who can be cared for in a childcare setting, either on a school site or in the community but linked to the school, for the remainder of the school day.

Some of the childcare settings located on school sites are funded by the Welsh Government Initiative Flying Start, whilst some others are funded through the Welsh Governments Out of School Childcare Grant.

Flying Start is targeted at 0-3 year olds in the most disadvantaged communities in Wales. It aims to create positive outcomes in the medium and long term. It is a prescriptive programme, based on international evidence of what works. Flying Start funding has been secured until March 2017 subject to Welsh Government approval.

What it means in practice:

- Free quality part-time childcare for 2-3 year olds
- An enhanced Health Visiting service
- Access to Parenting Programmes
- Access to Language and Play sessions.

These are universally available to all children aged 0-3 and their families in the areas in which it runs.

Due to various reasons, it has become more viable to develop childcare facilities in school with surplus capacity which in turn maximises the use of Local Authority buildings as well as maximising use of the educational portfolio. This has many benefits for both the school and the children and families who use the childcare facility. Having onsite childcare facilities in schools ensures the continuity for young children and their families, and the schools get to know the children and families earlier which means better planning for better results.

The Out of School Childcare Grant is utilised to meet any unmet demand identified in the Childcare Sufficiency Assessment including holiday clubs, after school clubs and also raising the profile of the Family Information Service.

The Care and Social Services Inspectorate Wales (CSSIW) have introduced new registration requirements to include children under 12 in regulation. Previously regulations only applied to children up to 8 years of age. This change may impact on the number of children childcare settings will be registered for but it is envisaged that the current number of registered places will be maintained. The biggest changes will be with childminders who now may need planning permission to operate a childminding business from their home.

Financial Impact

There are no financial implications for the Council in relation to this report.

Equality Impact Assessment

3. An Equality Impact Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the initial screening assessment it has been determined that this proposal does not require an Equality Impact Assessment.

Workforce Impacts

There are no workforce impacts or implications for the Council in relation to this report.

Legal Impacts

There are no legal impacts or implications for the Council in relation to this report.

Risk Management

4. This Report seeks to minimise the risk to the Council by continuing to support Governing Bodies of Schools and also supporting the Local Authority in meeting the statutory duties placed on it in the Childcare Act 2006.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendations

5. It is recommended that Members agree in principle to the authorising of the development of childcare facilities on school sites with the terms and conditions to be agreed by the Head of Property and Regeneration.

To allocate delegated powers to the Head of Participation to authorise childcare developments on school sites and to report to Members on an annual basis

Reasons for Proposed Decision

6. To support the Governing Bodies of schools in supporting the request for childcare facilities to be developed on school sites. Thus also supporting the Local Authority in meeting the statutory duties placed on it in the Childcare Act 2006. This will in turn support the Child Poverty agenda in enabling parents the time to enter training or employment opportunities, or to access employment or training within the childcare sector.

Implementation of Decision

7. It is proposed for the three day call in period.
8. List of Background Papers
Equality Impact Screening Assessment

Appendices

Childcare Facilities in Schools February 2016.

Officer Contact

9. Chris Millis Head of Participation, Telephone 01639 763226 e-mail c.d.millis@npt.gov.uk
10. Neil Thomas Participation Co-Ordinator, Telephone 01639 686376 e-mail n.g.thomas@npt.gov.uk
11. Mrs Nicola Hire – Early Years and Childcare Development Co-Ordinator
Telephone 01639 873016 e-mail - n.hire@npt.gov.uk

Appendix A - Childcare Facilities in Schools Updated List February 2016

Flying Start Childcare Facilities

SCHOOL	TYPE OF FACILITY	RUN BY	OPERATING TIMES	USEAGE OF ROOM	LOCATION
Melin Infant School	Flying Start Playgroup	Private	42 weeks of the year	Exclusive use	Demountable
Melin Junior School	Flying Start Playgroup	Private	42 weeks of the year	Shared use	Classroom
Brynhyfryd Primary School	Flying Start Playgroup	Private	42 weeks of the year	Shared use	Demountable
Croeserw Primary School	Flying Start Playgroup	Social Enterprise	In Development	Exclusive use	Demountable
Glyncorrwg Primary School	Flying Start Playgroup	Social	In Development	Exclusive use	Demountable

		Enterprise			
Gnoll Primary School	Flying Start Playgroup /Full Day Care	Private	All year	Exclusive use	Classroom
Penafan Primary School	Flying Start Playgroup/ Full Day Care	Private	Term time only	Exclusive use	Classroom
Awel y Mor Primary School	Flying Start Playgroup	Private	42 weeks of the year	Exclusive use	Classroom
Sandfields Primary School	Flying Start Playgroup	Voluntary managed	42 weeks of the year	Exclusive use	Classroom
Traethmelyn Primary School	Flying Start Playgroup	Private	42 weeks of the year	Shared use	Classroom
Rhydyfro Primary School	Flying Start Playgroup/sessional	Private	42 weeks of the year	Shared use	Classroom

Cymmer Primary	Flying Start Playgroup	Private	42 weeks	Shared use	Classroom
YGG Gwaun Cae Gurwen	Flying Start Playgroup/Wrap Around	Voluntary Managed	42 weeks	Exclusive use	Classroom
Blaengwrach Primary School	Playgroup	Voluntary Managed	In Development	Sole use	Demountable Open from May 2016 (approx)
Ysgol Gymraeg Pontardawe	Flying Start/Sessional	Private	Term time only	Exclusive Use	Classroom From May 2016 (Approx)

Non Flying Start Funded Childcare Facilities

SCHOOL	TYPE OF FACILITY	RUN BY	OPERATING TIMES	USEAGE OF ROOM	LOCATION
Alltwen Primary School	Full Day Care	Private	All year	Shared	Demountable
Blaenbaglan	After School Club/Holiday Club	Private	All year	Shared	School Hall
Catwg Primary School	After School Club/Holiday Club	Voluntary Managed	All Year	Shared use	School Hall
Coedffranc Primary School	After School Club	School run	Term time only	Shared use	Classroom
Creunant Primary School	Full Day Care	Voluntary Managed	All year	Shared use	Classroom

Cwmnedd Primary School	After School Club	Private	Term time only	Exclusive use	Demountable
Gnoll Primary School	Full Day Care	Private	All year	Exclusive use	Classroom
Penafan Primary School	Full Day Care	Private	Term time only	Exclusive use	Classroom
Rhydyfro Primary School	Full Day Care	Private	Term time only	Shared use	Classroom
Tywyn Primary School	After School Club / Holiday Club	Voluntary managed	All year	Shared use	School Hall
YGG Blaendulais	Wrap around childcare	Voluntary managed	Term time only	Shared use	Classroom

YGG Gwaun Cae Gurwen	Cylch Meithrin/Wrap Around	Voluntary Managed /Flying Start	42 weeks of the year	Exclusive use	Classroom
YGG Y Wern	After School Club/Holiday Club	Voluntary Managed	All year	Shared use	School Hall
Llangatwg Community School	Full Day Care	Private	All year	Exclusive use	Demountable
Ysgol Gymraeg Pontardawe	After school club	Private	Term time only	Shared use	School library
Neath Abbey Infants	Wrap around/ after school club	School run	Term time only	Shared use	Classroom
Tonnau Primary	Full Day Care	Private	All Year	Shared use	Community

					room
Wauceirch Primary School	After School Club	School Run	Term time only	Shared use	Classroom

Voluntary Aided School Childcare Facilities

SCHOOL	TYPE OF FACILITY	RUN BY	OPERTAING TIMES	USEAGE OF ROOMS	LOCATION
Alderman Davies School	After School Club	School	Term time only	Shared	Classroom
Bryncoch Church in Wales School	After School Club	Private	Term time only	Shared	School Hall

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CHILDREN & YOUNG PEOPLE CABINET BOARD

11 FEBRUARY 2016

Report of the Head of Participation - Chris Millis

Matter for Information

Wards Affected: All

NEATH PORT TALBOT MUSIC SERVICE (WEST GLAMORGAN MUSIC SERVICE)

Purpose of the Report

To consult with Members on the proposal to end the West Glamorgan Music Service (WGMS) with effect from 31 August 2016, and to create a single Music Service in each local authority under a Service Level Agreement (SLA) with schools and colleges in Neath Port Talbot.

Background

Following local government reorganisation in 1996, a number of educational services continued to function via 'joint working' between Neath Port Talbot County Borough Council (NPTCBC) and the City and County of Swansea (CCS).

The role of the WGMS is to support schools to deliver high-quality music education. The musical instrument and vocal tuition can and does contribute significantly to school culture, cohesion and identity. Access to this provision can enhance skills and life chances, ensuring that learners, particularly those from disadvantaged backgrounds, have opportunities to realise their potential. The music service

supports and enhances the teaching of music in our schools (and college in Neath Port Talbot County Borough Council) by providing children and young people with opportunities to learn a wide range of instruments, to develop singing and to perform in ensembles, choirs, and other groups, on school premises, in the wider community, and at regional and national level.

The WGMS is currently funded from a number of sources:

- Service Level Agreement (SLA) buy back from schools/college
- Additional extra-curricular tuition
- Post-16 funding
- Additional out-of-county income
- Education base budget subsidy

Financial Impact

Funding of the Music Service (see Appendix 1)

The original budget for the music service for 2015/16 was £267,174 and for the 2016/17 financial year it is £272,935.

The bulk of the service is highly subsidised by income from a number of sources. Total Gross Expenditure for the financial year 2016/17 is £926,855, this expenditure largely on peripatetic teachers working across Neath and Port Talbot and the City and County of Swansea schools.

It is envisaged that the “new” single service will have to live within the £272,935 financial target for 2016/17. Further reports will be brought to Children, Young People and Education Scrutiny Committee and Cabinet Board during the course of the year to provide an update on progress made regarding the disaggregation of the joint service.

Equality Impact Assessment

A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. While the assessment indicated a low impact it is considered

appropriate to undertake a full assessment. The Equality Impact Assessment is currently being developed and will be informed by the outcomes of the consultation exercise.

Workforce Impacts

Please see Appendix 2.

Legal Impacts

N/A

Risk Management

N/A

Consultation

Please see Appendix 2

Recommendations

For the report to be noted

Reasons for Proposed Decision

Not Applicable

Appendices

- Appendix 1 - Financial Information
- Appendix 2 - Consultation Document

List of Background Papers

- Equality Impact Assessment Screening Form

-

Officer Contact

Mr Chris Millis

Head of Participation

Tel 01639 763226

Email c.d.millis@npt.gov.uk

Appendix 1

Music Tuition		
	Original Budget 2015/16	Original Budget 2016/17
	£	£
Expenditure		
Employees		
Teachers salaries	778,674	777,674
Salaries	26,403	27,403
Other Employee Costs	2,763	2,816
Transport		
Transport Costs	24,500	29,000
Supplies and Services		
Materials	37,000	37,000
Other Supplies and Services	1,572	2,103
Third Party Payments		
Third Party Payments	0	0
Transfer Payments		
Transfer Payments	50,170	50,859
Gross Expenditure	921,082	926,855
Income		
Grants Income	0	0
Sales	(37,000)	(37,000)
Fees & Charges Income	(292,479)	(50,393)
Miscellaneous Income	(5,678)	0
Internal Income	(318,751)	(566,527)
Gross Income	(653,908)	(653,920)
Net Expenditure/(Income)	267,174	272,935
Contributions to/(from) Reserves	0	0
Net Expenditure/(Income) after Reserves	267,174	272,935

City and County of Swansea and Neath Port Talbot County Borough Council Consultation document

Proposal

This consultation is a proposal to end the 'West Glamorgan Music Service' (WGMS) with effect from 31 August 2016, and to create a single music service in each local authority under a Service Level Agreement (SLA) with schools (and with the college in Neath Port Talbot).

Introduction

Background

Following local government reorganisation in 1996, a number of educational services continued to function via 'joint working' between Neath Port Talbot County Borough Council (NPTCBC) and the City and County of Swansea (CCS).

The role of the WGMS is to support schools to deliver high-quality music education. The musical instrument and vocal tuition can and does contribute significantly to school culture, cohesion and identity. Access to this provision can enhance skills and life chances, ensuring that learners, particularly those from disadvantaged backgrounds, have opportunities to realise their potential. The music service supports and enhances the teaching of music in our schools (and college in NPTCBC) by providing children and young people with opportunities to learn a wide range of instruments, to develop singing and to perform in ensembles, choirs, and other groups, on school premises, in the wider community, and at regional and national level.

The WGMS is currently funded from a number of sources:

- Service level agreement (SLA) buy back from schools/college
- Additional extra-curricular tuition
- Post-16 funding

Additional out-of-county income

- Education base budget subsidy

Reason for proposal

Austerity measures implemented by central government are having a devastating impact on local government services with settlements for both NPTCBC and CCS being heavily reduced year on year.

There needs to be clarity over the cost of the service to each local authority, particularly in these times of austerity and potentially reducing SLA buy-back from schools, as well as reducing council financial contributions.

Staff need to be clear over who is their employer and which schools they work with.

The needs of schools need to be met in the most cost-effective way to ensure the future sustainability of the services.

Case for change

The key principles for change are:

- To ensure that children and young people within both local authorities continue to have access to learn a wide range of instruments, to develop singing and to perform in ensembles, choirs, and other groups, on school premises, in the wider community, and at regional and national level.
- The WGMS works with all stakeholders to focus on the most appropriate way to deliver a music service to children and young people.
- To continue supporting the West Glamorgan youth ensembles with clear accounting and cost sharing for this element of the service.
- Clarification for staff with regards to their employer, place/s of work and contract of employment.

Issues to consider

As part of the process, all employees affected will be supported by each local authority's relevant policies and procedures. This will involve

consultation and access to the 'at risk register' where they will be placed, should they be at risk of losing their job following consultation. Some employees may wish to take voluntary redundancy. Throughout the process, both local authorities will be working with the teacher/support staff trade unions to secure the employment of any staff at risk, where possible.

All staff employed within the WGMS will potentially be affected.

The proposal will inevitably cause some disruption and uncertainty for a period as potentially all staff could be at risk. Staff are used to working with particular schools under the WGMS but could be required to attend different schools and in a different authority if the proposal goes ahead. This could have an impact on travelling expenses. All assets of the service will need to be shared between the two councils and new locations for the separate offices could be sought.

Both local authorities intend to continue supporting the West Glamorgan youth ensembles with clear accounting and cost sharing for this element of the service.

Staffing

Neath Port Talbot – current staffing

The total hours of music teaching are 538 hrs (19.56 FTE approx.) per week by staff employed by NPT.

The total hours of instructors at the Music Centres are 12hrs per week (0.4 FTE approx.)

The total hours of admin are 36.75 (1FTE approx.) hrs per week by staff employed by NPTCBC.

Neath Port Talbot County Borough Council - proposed staffing

One manager, admin support, a team of peripatetic teachers and a team of instructors (non-peripatetic at Dwr y Felin, Cwmtawe and Pontardawe Brass Centre).

The total amount of teaching hours needed for September 2016 are currently calculated to be 384 hours per week (14 FTE approx). This means that effectively there will be a reduction of 164 hours per week (5.96FTE approx.).

There will be a reduction in hours and/or grade of admin support in line with the duties of the new service.

The total amount of instructor hours needed will be 12hrs per week (0.4FTE approx.).

City and County of Swansea – current staffing

The City and County of Swansea currently employ staff to provide 568.01hrs across the local authorities (21.8 FTE approx.)

City and County of Swansea – proposed staffing

Based on current buy-back levels from schools in Swansea the following hours of peripatetic support are estimated to be needed per week for September 2016:

Curriculum – 58.85

Strings – 204.64

Brass – 93.98

Woodwind – 101.83

Drama – 2.66

Guitar – 47.75

Percussion – 42.08

Keyboard – 7.25

Harp – 23.58

Vocal – 22.08

The total hours required (approx. 604 or 23 FTE) is greater than the current number of staff hours paid by Swansea, although subject specialisms may not match requirements from schools.

Travel time, management and administration will be added to this estimated structure.

Peripatetic staff in both local authorities will continue to be paid under the school teachers' pay and conditions document. With effect from 1

September 2016, their confirmed employing council will issue all staff with a new contract.

Proposed services provided

To provide regular weekly instrumental/vocal tuition to pupils

To provide classroom music teaching support – by arrangement

To provide INSET for schools/college and in-house staff – by arrangement

To provide pre-inspection advice and guidance

To serve as a PPA resource for schools

To continue to provide dance and drama to certain schools – by arrangement.

What do schools say?

“At our school, we feel a deep commitment to the importance of music for children of all abilities and from all backgrounds. Music gives all pupils the ability to express their creativity and has a tremendous impact on self-worth and esteem. Children who experience difficulties at home and/or in school can achieve and get involved in things which they would otherwise have no chance of doing. The educational effect that music has in terms of literacy and numeracy are also immense. I would be extremely reluctant to cut, what is, a truly wonderful and enriching provision.”

“It would deny our pupils, many of whom do not get the opportunity to access private music tuition outside of school due to the geographical location and economic circumstance of many of our families, the opportunity to learn an instrument, to perform in school and community events, to learn how to read music and to widen their appreciation for and knowledge of music, musicians and musical instruments.”

Success

A strong tradition of an excellent music making

Comprehensive high-class instrumental/vocal/classroom curriculum provision to schools

Consistently high standards achieved across all key stages

Customer satisfaction and buy back

Friends of West Glamorgan Music Service (FWGYM)

Internal and external practical examination results

Youth Arts Wales involvement

Youth music performance opportunities and annual concert at the Brangwyn Hall and Margam Festival. Tours to Lake Garda with string/wind orchestras and brass band with invitations to return on future dates.

First class inspection reports with Estyn.

Workshop days provided to schools and partnership with projects from outside agencies.

Musical instruments, equipment and library for schools. Under the ERW consortium, joint working systems are being further developed across the consortia including specialist instrument loan, music libraries, and performance opportunities.

West Glamorgan Music is highly regarded by schools and the new services in each local authority will prioritise maintaining this high standard of delivery.

Equality Impact

Each local authority has undertaken the required Equality Impact Assessments.

Consultation

The formal 30-day statutory consultation on this proposal will be undertaken during the period Tuesday 9 February 2016 until Thursday 10 March 2016, with staff, trade unions, relevant headteacher groups and other stakeholders.

Consultation will be facilitated via team and one-to-one meetings where relevant.

The outcome of consultation will be reported through each local authority's relevant HR process.

How to respond

Responses may be made to:

Director of Education, Leisure & Lifelong Learning, c/o Chris Millis, Head of Participation, ELLL Directorate, Civic Centre, Port Talbot, SA13 1PJ.

c.d.millis@npt.gov.uk

Chief Education Officer, c/o Nick Williams, Head of Learner Support Service, Civic Centre, Swansea, SA1 3SN.

education@swansea.gov.uk

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Children and Young People Cabinet Board

11th February 2016

Report of the Head of Transformation – Andrew Thomas

Matter for Decision

Wards Affected: All Wards

Access arrangements - Welsh Medium Schools

Purpose of the Report

1. To confirm access arrangements to Welsh medium schools in respect of Home to School Travel.

Executive Summary

2. Following an update to Members on 4th September 2015, the Directorate sought Welsh Government advice on the obvious contradiction between the Measure and the Statutory Guidance relating to home to school transport (Appendix 1). The Directorate has recently received correspondence from the Welsh Government acknowledging an inconsistency specifically in relation to the concept of the nearest suitable school (Appendix 2).

3. In light of this letter, the Directorate will continue to apply its current interpretation of the authority's Home to School Travel Policy. In accordance with this interpretation, free transport will be provided, subject to distance criteria, for pupils who have received most of their primary education through the medium of Welsh but do not transfer to the designated secondary school, Ysgol Gyfun Ystalyfera, and choose to transfer to the nearest suitable provision according to the age, aptitude and ability of the pupil.

Background

4. In March 2013, the authority's Home to School Travel Policy was approved, following rigorous consultation and scrutiny, for implementation in September 2014.
5. The Home to School Travel Policy as approved states that it needs to be read in conjunction with current Welsh Government Learner Travel Measure Operational Guidance and other local authority policies such as the Welsh in Education Strategic Plan (WESP).
6. The Cabinet report also referenced a requirement to save £585k within the forward financial plan in respect of discretionary spend on home to school transport.
7. The policy does not detail any transport routes, but provides a broad framework under which the approved policy can be applied. For information, there are over 400 mainstream, SEN and LAC routes in operation, transporting almost 4,000 pupils.
8. In February 2014, in seeking to meet the legal requirement under the Learner Travel Measure 2008 to promote access to Welsh medium education, parents of children in years 5 and 6 of 4 Welsh medium primary schools received a letter informing them that from September 2014 it is only to Ysgol Gyfun Ystalyfera that the Council made available free secondary school transport. It should be noted that the local authority was and continues to transport large numbers of pupils at significant cost to Amman Valley Comprehensive which is categorised as a bilingual school.
9. In September 2014, a report was presented to the Children and Young People's Cabinet Scrutiny Committee entitled 'Welsh in

Education Strategic Plan (WESP) 2014-2017.' The report requested that Members approve two officer recommendations, those being:

- a) Adopt the Welsh in Education Strategic Plan (WESP) 2014-2017
- b) Affirm the access arrangements to Welsh medium schools as set out in the report.

10. Following scrutiny, the Children, Young People and Education Cabinet Board approved:

- a) The Welsh in Education Strategic Plan (WESP) 2014-2017, which was subsequently adopted by Council on 18th February 2015;
- b) That the access arrangements to Welsh Medium schools as set out in the report be not supported but it be deferred and further consideration be given and brought back for Members consideration.

11. In relation to b) above Cabinet provided a clear directive that officers needed to review current access arrangements to Welsh medium schools and fully consider all relevant issues, including local authority policy and national legislation and statutory guidance. This is a complex issue that has required deliberation across a range of service areas.

Following the decision at Cabinet Board not to approve access arrangements as proposed, the practice of classifying Ysgol Gyfun Ystalyfera as the nearest suitable school for all children who had undergone the first stage of their education through the medium of Welsh was suspended. Transport was, and continues to be provided free of charge, and reimbursements were made where applicable. Therefore, no one is presently disadvantaged.

Officers have subsequently been reviewing the local authority's practice in relation to access arrangements to Welsh medium education and have kept members updated through two reports to CYPE in May 2015 and September 2015. The time dedicated to this process reflects the complexity of this issue and the contradictory nature of the key statutory documents that apply to the provision of home to school transport.

12. An update report presented to the Children and Young People's Cabinet Board on 4th September 2015 informed Members of the Authority's intention to seek the views of Wales Government via the Welsh Local Government Association on the contradiction between the Measure and the Statutory Guidance in respect of the legal duty to promote access to education through the medium of Welsh when exercising functions under the Measure.
13. On 13th January 2016, the local authority received correspondence from the Welsh Government, via the Welsh Local Government Association, acknowledging inconsistency between the Learner Travel (Wales) Measure 2008 and the Learner Travel Statutory Provision and Operational Guidance. The acknowledged inconsistency is specifically in relation to the concept of the nearest suitable school. The letter refers to an anomaly in the Statutory Guidance under paragraph 1.74. This paragraph relates specifically to Welsh Medium / English Medium Education and states that 'when deciding which schools are most suitable for learners in their area, local authorities and Welsh Ministers have a duty under Section 10 of the Measure to 'promote access to education and training through the medium of Welsh'.
14. In accordance to a report received from the Ombudsman, the Directorate has recently settled a complaint relating to this matter, acknowledging that we could have been more timely and clearer in the way we communicated with parents. The Ombudsman's letter acknowledges the Directorate's actions in seeking Welsh Government's advice in this area.

Whilst the Directorate acknowledges that there were weaknesses in its communication, the Statutory Guidance states that ' Parents need to contact the relevant local authority to clarify which school is classified as their child's 'nearest suitable school' to inform their decision about school preference on their child's school admissions form

It is the responsibility of the parent to request this information when determining whether their child is entitled to free transport provision to access education and training.'

Financial Impact

15. The anticipated cost for financial year 2015/16 of providing transport for pupils who have received most of the primary education through the medium of Welsh, but do not transfer to the designated secondary school, Ysgol Gyfun Ystalyfera is £166k. This cost relates to transporting pupils out of county to Amman Valley Comprehensive School, if deemed to be the nearest suitable provision.
16. Whilst it is impossible to calculate with any degree of certainty what the costs of providing transport in line with the above will be in the future, what is known is that there will be a cost plus a loss of per pupil funding as pupils continue to be educated outside of the county borough. For financial year 2016/17 a budget cost for transport is £171k.

Equality Impact Assessment

17. A screening assessment has been undertaken to assist the Authority in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment, it has been determined that this function does not require an Equality Impact Assessment.

Workforce Impacts

18. Not applicable

Legal Impacts

19. The purpose of the report is to confirm the Council's statutory duties.

Risk Management

20. Not applicable

Consultation

21. There is no requirement under the Constitution for external consultation on this item.

Recommendations

22. To agree that the practice of automatically classifying Ysgol Gyfun Ystalyfera as the nearest suitable school for children who have undergone the first stage of their education through the medium of Welsh (which has already been suspended) be discontinued.

Any revised future policy shall explicitly incorporate the requirements of the Learner Travel (Wales) Measure 2008 in relation to the decision on whether a school is suitable for a child.

Any revised future policy shall take into account any fresh statutory guidance issued by the Welsh Government.

Reasons for Proposed Decision

23. In order to clarify matters relating to access arrangements to Welsh medium schools.

Implementation of Decision

24. It is proposed for the three day call in period

Appendices

25. Letter from Head of Transportation to Dr. Chris Llewelyn, Deputy Chief Executive, Director of Lifelong Learning and Leisure, WLGA.
26. Letter from Rhodri Griffiths, Department for Economy, Science and Transport to Daisy Seabourne, Lifelong Learning Policy Manager, (WLGA), 13th January 2016.

List of Background Papers

27. Learner Travel Statutory Provision and Operational Guidance (June 2014) (<http://gov.wales/docs/det/publications/140616-ltogg-en.pdf>).
28. Welsh in Education Strategy Plan (WESP) 2014-2017.
29. NPT Home to School Travel Policy.

30. Report Of Head Of Planning And Performance – Welsh In Education Strategic Plan (WESP) 2014-2017 (CYPE Cabinet Board) 22nd September 2014
31. Report Of Head Of Transformation - Home To School Transport Arrangements – Welsh Medium Schools (CYPE Cabinet Board) 28 May 2015
32. Report of Head of Transformation, Access arrangements – Welsh Medium schools (CYPE Cabinet Board) 4 September 2015

Officer Contact

33. Mr Andrew Thomas, Head of Transformation. Tel: 01639 763314
Email: a.d.thomas@npt.gov.uk



Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council / Cyngor Bwrdeistref Sirol

Making a difference Gwahanueth er gwell

12th November 2015
01639 763362
a.d.thomas@nptg.gov.uk

Done Dyddiad
Direct Line Rhif Ffôn
email e-bost

Andrew Thomas

Contact Cywllt
Your Ref Eich Cyl
Our Ref Eln Cyl

ADDRES

Dr Chris Llewellyn
Deputy Chief Executive, Director of
Lifelong Learning and Information
Welsh Local Government Association
Local Government House
Drake Walk
Cardiff CF10 4LG

Dear Chris,

Re: Home to School Transport

Thank you for taking time to meet earlier this week. As discussed Neath Port Talbot is requesting that you use your good offices to seek clarity from Welsh Government on apparent contradictions detailed within the Learner Travel Wales Measure and Learner Travel Statutory Provision and Operational Guidance.

Attached to this letter is a copy of two reports recently put before members of our Cabinet Scrutiny Committee.

Specifically the contradictions that we require further clarity on are as follows:

Learner Travel (Wales) Measure 2008

The Learner Travel (Wales) Measure 2008 states that subject to certain conditions, the local authority must make suitable transport arrangements to facilitate the attendance of a child each day at the relevant place where the child receives education.

The authority's Home to School Transport Policy states that NPT will provide free transport to the nearest *suitable* school provided that pupils meet the distance criteria.

Section 3 (6) of the Learner Travel (Wales) Measure 2008 states that 'a school is suitable for a child if the education provided there is suitable having regard to the age, ability and aptitudes of the child and any learning difficulties he or she may have.'

Education, Leisure &
Lifelong learning

**Addysg, Hamdden a
Dysgu Gydol Oes**

www.npt.gov.uk

Aled Evans
Director of Education,
Leisure and Lifelong Learning
 Civic Centre, Port Talbot, SA13 1PJ
Tel: 01639 763298 Fax: 01639 763788

The Council welcomes
correspondence in English or Welsh

Aled Evans
Cyfarwyddwr Addysg,
Hamdden a Dysgu Gydol Oes
Y Gaeafan Ddwyieig, Port Talbot SA13 1PJ
Ffôn 01639 763298 Ffacs 01639 763788

Mae'r Cyngor yn croeso i chi gyswrtu
yn y Gymraeg neu'r Saesneg



The **Measure** also places a *legal* duty on all authorities to promote access to education through the medium of Welsh when exercising functions under the Measure.

Learner Travel Statutory Provision and Operational Guidance, June 2014

The Learner Travel Statutory Provision and Operational Guidance, June 2014 states that local authorities need to 'consider the suitability of the school when deciding if the placement is appropriate for the learner.'

In addition the Statutory Provision and Operational Guidance, June 2014, states that 'when deciding which schools are *most suitable* for learners in their area, local authorities and Welsh Ministers have a duty under Section 10 to 'promote access to education and training through the medium of Welsh.'

Furthermore the Statutory Provision and Operational Guidance, June 2014, goes on to state that, in the context of the Learner Travel (Wales) Measure, authorities should also take into account the Welsh in Education Strategy Plan (WESP) which places a duty to set proposals on how the Council will improve the planning of the provision of education through the medium of Welsh, including '*more learners improving their Welsh skills by transferring from primary to secondary school.*' (Outcome 2)

It is the view of officers within education that having regard to the legal requirement upon the Council to promote access to Welsh medium education, as **detailed within the Measure**, it is reasonable to designate Ysgol Gyfun Ystalyfera as the nearest suitable provision for pupils who have received most of their primary education through the medium of Welsh.

Such a position would ensure that pupils transfer to a linguistically similar provision that provides continuity and progression and matches their ability and aptitude from one key stage to the next.

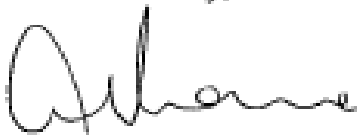
It is evident from the information contained within this correspondence there is a lack of coherence and consistency in certain critical components of the Learner Travel (Wales) Measure 2008 when compared with the detail contained within the Learner Travel Statutory Provision and Operational Guidance, June 2014.

Specifically the 'test' in the Measure is **not** what is the '**most suitable**' school (as indicated in one paragraph of the Guidance) but **the nearest suitable school**. A school is deemed **suitable** for a child under the Measure if the education provided there is suitable having regard to the age, ability and aptitudes of the child and any learning difficulties he or she may have. Clearly the disparity between 'most

suitable' and nearest suitable is not helpful when attempting to establish a coherent position, particularly when the Guidance is intended to assist local authorities interpret the Measure and decisions could be subject to legal challenge.

In order that we take decisions which are consistent with our statutory responsibilities under the Learner Travel (Wales) Measure 2008, we request you seek the views of Wales Government on the contradictions between the Measure and the Statutory Guidance in respect of the legal duty imposed upon us, and indeed all other local authorities in Wales, by the Measure in promoting access to education through the medium of Welsh when exercising functions under that Measure.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Andrew Thomas', written in a cursive style.

Andrew Thomas
Head of Transformation

Appendix Two

**Adran yr Economi, Gwyddoniaeth a Thrafnidiaeth
Department for Economy, Science and Transport**



**Llywodraeth Cymru
Welsh Government**

Ein cyf/Our ref TO/EH/05387/15

Daisy Seabourne

daisy.seabourne@wfga.gov.uk

13 January 2016

Dear Daisy,

Thank you for your email of 9 December 2015 to Officials regarding the Learner Travel (Wales) Measure 2008. I have been asked to reply.

The Learner Travel Statutory Provision and Operational Guidance 2014 ('the 2014 guidance') sets out that primary learners are entitled to free transport if they live 2 miles or further from the nearest suitable school whilst secondary learners are entitled to free transport if they live 3 miles or further from the nearest suitable school. The 2014 guidance aims to explain that the nearest suitable school is the closest school to the learner's home by distance that can meet the learner's needs as determined by the local authority. The local authority decides which school is the nearest suitable school in accordance with specific criteria, namely age, aptitude and ability, including any learning difficulties.

I note your point about the different terms which have been used in different sources to describe the concept of the nearest suitable school. However, this term is consistently used in the 2014 guidance (notwithstanding the exception at paragraph 1.74). The 2014 guidance is subject to ongoing review and your point has been noted. Thank you for bringing this one anomaly to our attention. The guidance will be amended as soon as practicable.

Yours sincerely

**Rhodri Griffiths
Department for Economy, Science and Transport**

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

Cathays Park
Cardiff
CF10 3NQ

TO/EH/05387/15

English Enquiry Line 0845 010 3300
Llinell Ymholiadau Cymraeg 0845 010 4400

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank