

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

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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

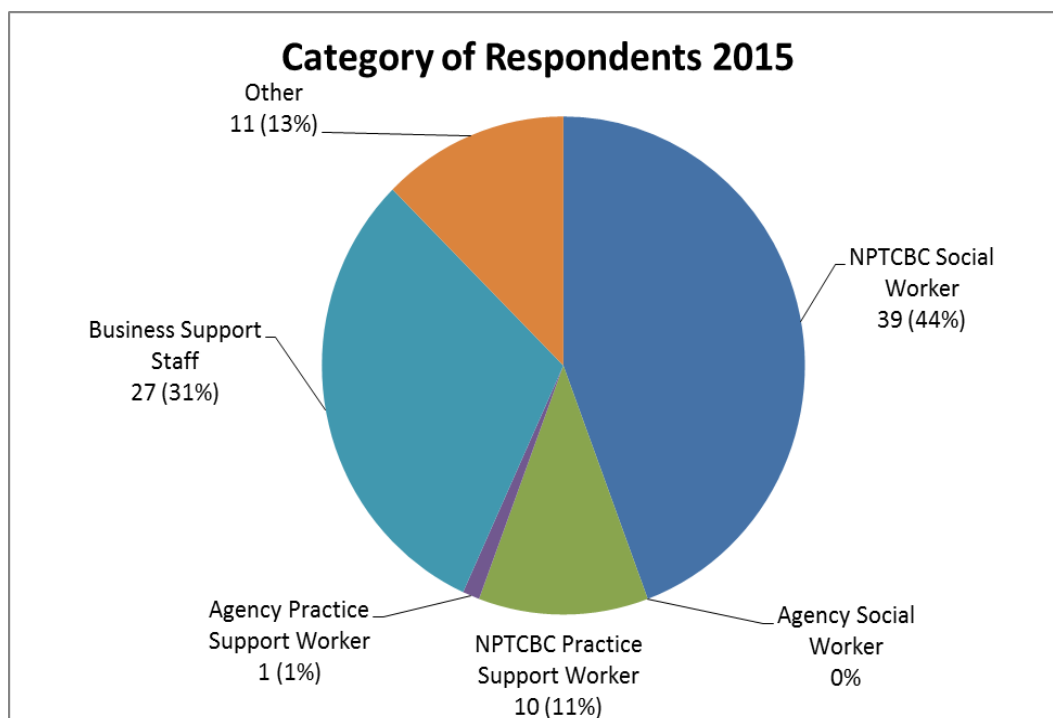
3.6.1 The survey opened on Tuesday 1st September 2015 and closed on Friday 2nd October 2015.

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 ...

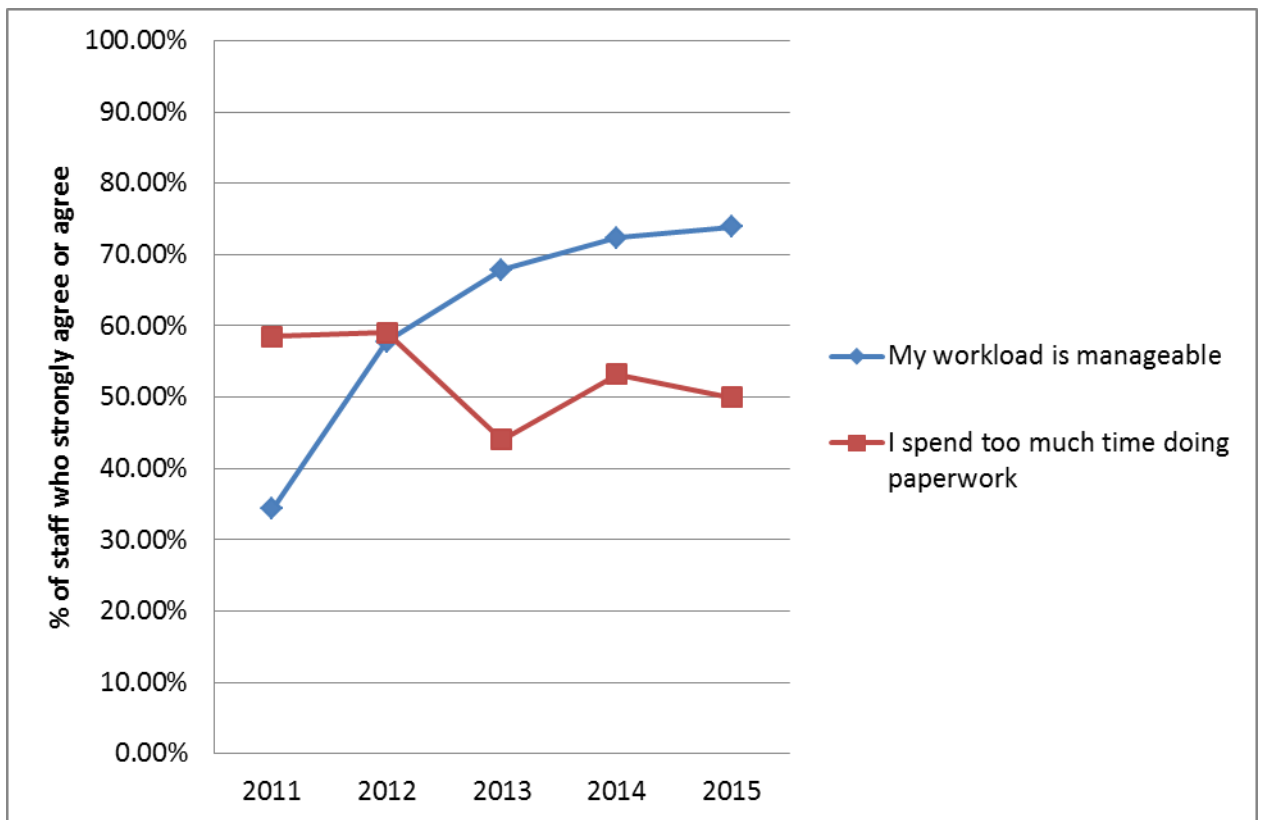
• 17.04% strongly agreed or agreed with the statement 'my fixed centre of work has changed in the last year and I understand why this needed to happen' compared with 38.30% in 2014 and 37.2% in 2011	↓20.16%
• 14.77% strongly agreed or agreed with the statement 'my fixed centre of work has changed in 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. Irrate 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.