

## **Children and Young People Services Morale & Retention Questionnaire**

# **Final Report**

**December 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 2012 to 2016
- Appendix 3 - Responses broken down by staff group/category
- Appendix 4 - Linear Responses – 3 biggest pressures
- Appendix 5 - Linear Responses – 3 biggest positives of your role
- Appendix 6 - Linear Responses – Additional Comments

### **1.0 Introduction**

- 1.1 The 2016 annual Children and Young People Services (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 The Communications and Engagement Strategy for 'Safer, Brighter Futures' (the Council's transformation priority programme for delivering better outcomes for Children and young People) has stipulated that this should be an annual survey.
- 1.3 This edition of the survey marks the completion of six 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 the past five years of data which provides a good source of information about the service's improvement journey in relation to workforce issues and should be considered alongside the wider range of workforce information that has been developed over the period,

including the outcomes of staff supervision, appraisal, sickness absence and other statistical information, team meetings, all staff meetings and other information

- 1.4 This report looks at the responses for 2016 and compares the results year on year (since 2012) to determine if there is any evidence of improvement / decline in specific areas of the service.

## **2.0 Questionnaire objectives**

The objectives of this questionnaire were to capture information relating to staff retention and morale in CYPS and highlight any factors which might have influenced these.

- 2.1 The purpose of the 2016 survey was:
- To track how things have changed since the 2012, 2013, 2014, 2015 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 Corporate Strategy and Democratic Services.
- 3.3 The link to complete the online survey was promoted through the Council's corporate staff newsletter 'In the Loop'. It was also emailed to CYPS staff from the Corporate Communications email address and cascaded to teams via CYPS Principal Officers (POs).
- 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

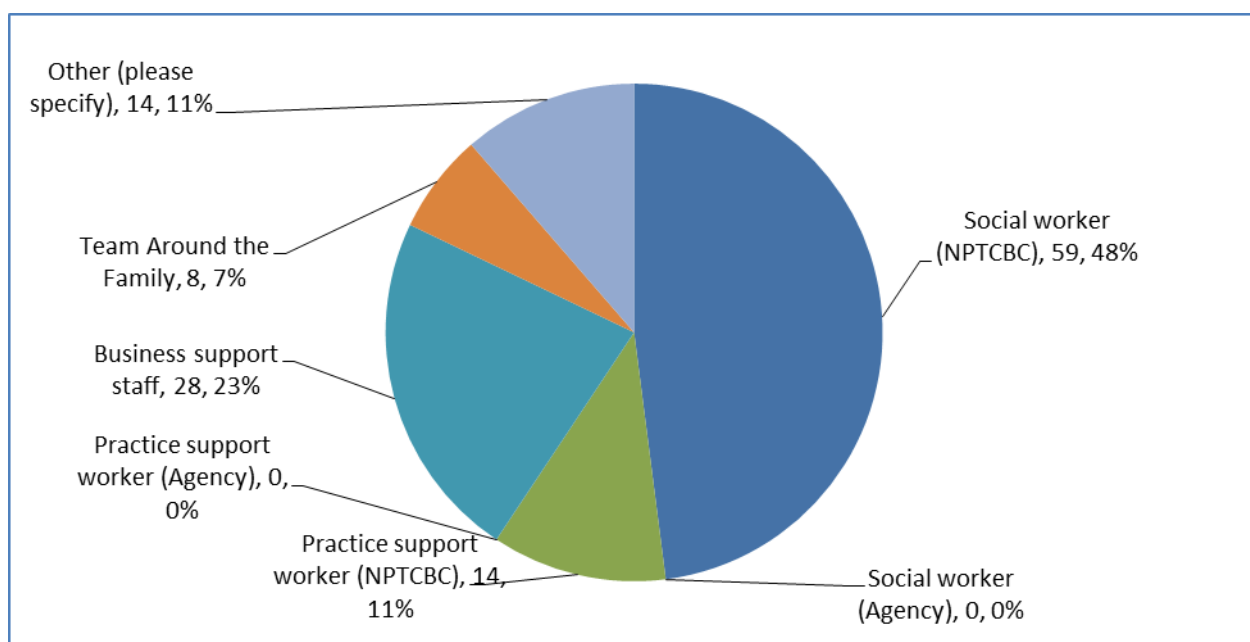
- 3.5.2 For most of the questions respondents were given a statement and asked to indicate whether they strongly agreed, agreed, disagreed, strongly disagreed or if they felt the question was not applicable or did not wish to answer.

### 3.6 Timing

- 3.6.1 An email from the Head of Children and Young People Services incorporating a link to the online survey, was sent to all staff on the 17<sup>th</sup> October 2016. Reminder emails were also sent to CYPS staff on 3<sup>rd</sup> and 10<sup>th</sup> November respectively. In addition, the link to complete the online survey was promoted through the Council's corporate staff newsletter 'In the Loop' on 31<sup>st</sup> October 2016.
- 3.6.2 The survey closed on Friday 18<sup>th</sup> November 2016.

### 4.0 Who answered the survey?

- 4.1 At the time of this report there are 268 staff working for CYPS (215 social care staff and 53 administrative staff)
- 4.2 A total of 121 completed and partially completed questionnaires were received that were admissible - a response rate of approximately 45.1%. There were a further 14 responses from staff who are not employed or located in the service (see 4.4 and 4.5).
- 4.3 The respondents can be categorised as follows:



- 4.4 Of those who placed themselves in the 'other' category 1 from the Conference Team, 1 Social Worker for Western Bay Adoption, 2 Principal Officers, 1 Quality

Assurance, 1 Education, 1 Young Persons Advisor – Route 16, 1 Fostering Team Manager and 2 IRO's.

4.5 A comparison between all of the responses from 2012 to 2016 can be found in Appendix 2, a breakdown of responses by staff group can be found in Appendix 3.

4.7 It is useful to note that in relation to the length of service, more than half (51%) of those who responded in 2016 have been with the Council for more than 5 years.

## 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 previous responses since 2012. However, there are a number of areas which have shown a marked improvement since 2012. The most notable improvements are:

In 2016...

<ul style="list-style-type: none"> <li>• <b>81.82%</b> strongly agreed or agreed with the statement 'I feel valued at work' compared with 76.13% in 2015 and <b>48.80%</b> in 2012</li> </ul>	<b>↑ 33.02%</b>
<ul style="list-style-type: none"> <li>• <b>81.82%</b> strongly agreed or agreed with the statement 'In my workplace, my general welfare is considered to be important' compared with 77.27% in 2015 and <b>57.00%</b> in 2012</li> </ul>	<b>↑ 24.82%</b>
<ul style="list-style-type: none"> <li>• <b>70.25%</b> strongly agreed or agreed with the statement 'In this Council, there are good career pathways available' compared with 64.78% in 2015 and <b>41.80%</b> in 2012</li> </ul>	<b>↑ 28.45%</b>
<ul style="list-style-type: none"> <li>• <b>85.95%</b> strongly agreed or agreed with the statement 'I feel I can approach senior management if I want to' compared with 81.81% in 2015 and <b>59.30%</b> in 2012</li> </ul>	<b>↑ 26.65%</b>
<ul style="list-style-type: none"> <li>• <b>71.90%</b> strongly agreed or agreed with the statement 'The council understands what is going on in our service' compared with 68.18% in 2015 and <b>45.40%</b> in 2012</li> </ul>	<b>↑ 26.50%</b>
<ul style="list-style-type: none"> <li>• <b>88.43%</b> strongly agreed or agreed with the statement 'I receive regular 1-2-1 supervision with my manager/supervisor' compared with 87.50% in 2015 and <b>55.80%</b> in 2012</li> </ul>	<b>↑ 32.63%</b>
<ul style="list-style-type: none"> <li>• <b>82.64%</b> strongly agreed or agreed with the statement 'There is someone at work who encourages my development' compared with 72.72% in 2015 and <b>56.50%</b> in 2012</li> </ul>	<b>↑ 26.14%</b>
<ul style="list-style-type: none"> <li>• <b>85.12%</b> strongly agreed or agreed with the statement 'I receive the training I need to effectively carry out my job' compared with 81.82% in 2015 and <b>51.70%</b> in 2012</li> </ul>	<b>↑ 33.42%</b>
<ul style="list-style-type: none"> <li>• <b>59.50%</b> strongly agreed or agreed with the statement 'I receive regular appraisals' compared with 39.77% in 2015 and <b>23.50%</b> in 2012</li> </ul>	<b>↑ 36.00%</b>
<ul style="list-style-type: none"> <li>• <b>53.72%</b> strongly agreed or agreed with the statement 'My appraisals help me in planning for the future' compared with 36.36% in 2015 and <b>27.10%</b> in 2012</li> </ul>	<b>↑ 26.62%</b>
<ul style="list-style-type: none"> <li>• <b>79.34%</b> strongly agreed or agreed with the statement 'I receive</li> </ul>	<b>↑ 26.62%</b>

recognition for work well done' compared with 76.13% in 2015 and <b>53.00%</b> in 2012	
• <b>86.78%</b> strongly agreed or agreed with the statement 'My workload is manageable' compared with 73.86% in 2015 and <b>57.80%</b> in 2012	<b>↑ 28.98%</b>
• <b>80.99%</b> strongly agreed or agreed with the statement 'when dealing with difficult cases or information, I have access to the appropriate support or de-briefing' compared with 75.00% in 2015 and <b>57.80%</b> in 2012	<b>↑ 23.19%</b>
• <b>83.47%</b> strongly agreed or agreed with the statement 'I am kept up to date with changes in legislation and policies, which are relevant to how I carry out my job' compared with 81.82% in 2015 and <b>54.20%</b> in 2012	<b>↑ 29.27%</b>
• <b>81.80%</b> strongly agreed or agreed with the statement 'My views are asked for' compared with 78.41% in 2015 and <b>51.80%</b> in 2012	<b>↑ 29.19%</b>

## 5.2 Areas showing a decline

5.2.1 Only one area has declined since 2012. This is as follows:

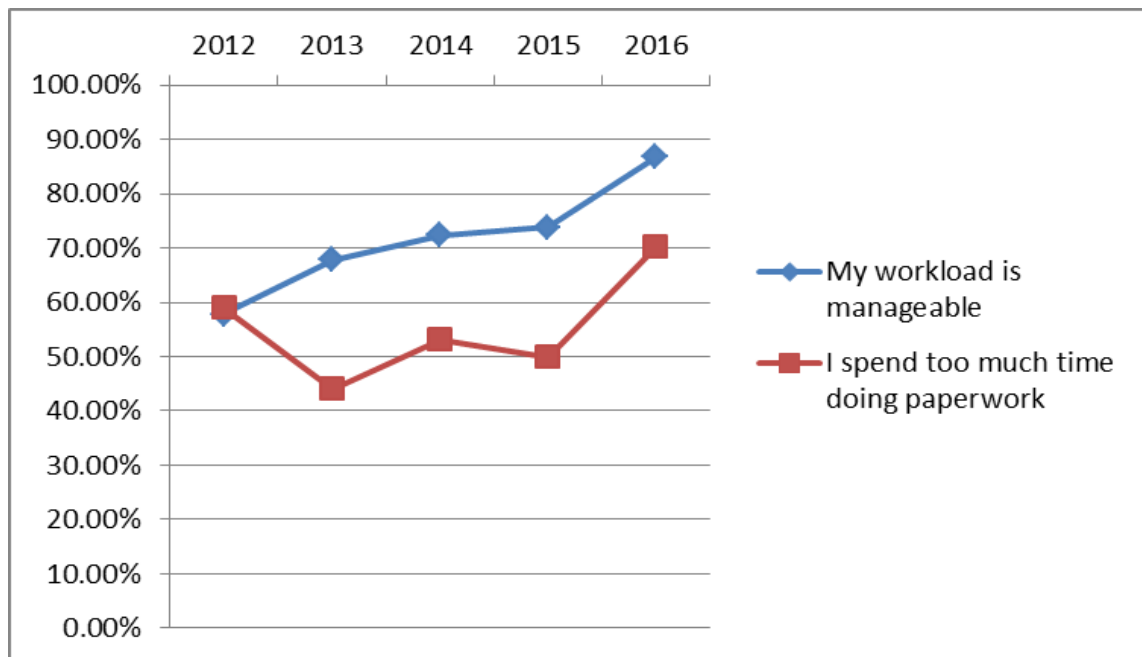
• <b>70.25%</b> strongly agreed or agreed with the statement 'I spend too much time doing paperwork' compared with 50% in 2015 and <b>59.06%</b> in 2012 ( <b>20.25%</b> increase from 2015).	<b>↑ 11.19%</b>
---	-----------------

## 5.3 Workload

5.3.1 In 2012, responses indicated that **workload** was an issue of concern for staff. However, this is the area that has shown significant improvement over the past 5 surveys (an increase of 28.98% in those who strongly agreed or agreed in 2016 compared to 2012).

5.3.2 What is concerning this year and what appears to be at odds with "My workload is manageable" is the significant increase this year of "I spend too much time doing paperwork". Of the 85 respondents (70.25% of the total sample) who agreed or strongly agreed to the statement:

- 51 (86.44%) are Social Workers
- 10 (71.43%) are Practice Support Worker
- 7 (26.92%) are Business Support Staff
- 7 (87.50%) are Team Around the Family
- 10 (71.43%) were Other.



5.3.3 Of the 16 (13% of the total sample) respondents who still do not feel that their workload is manageable:

- 8 (13.56%) are Social Workers
- 3 (11.54%) are Business Support Staff
- 1 (12.5%) is Team Around the Family
- 4 (28.7%) Other.

5.3.4 Section 8 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 – Time (57 occurrences)
- 2nd – Paperwork (24 occurrences)
- 3rd – Caseload (12 occurrences)

5.3.5 Section 9 of the survey allowed respondents to list the 3 biggest positives in their job. When pooling all of the responses, the top 3 were related to:

- 1st – Team (66 occurrences)
- 2nd – Support (55 occurrences)
- 3rd – Management (41 occurrences)

## 5.4 Overall satisfaction and morale

5.4.1 In 2016...

- 93.39% of respondents indicated that they **enjoy their work**. A high percentage (84.30%) also agreed that their **job is fulfilling**.
- 80.00% of respondents feel that their **knowledge and skills are fully utilised**
- 95.14% of respondents feel their **job is important**.
- 81.82% feel **valued at work**.

- 5.4.2 81.82% agreed that in the workplace, their general welfare is considered important. Of these
- 51 were NPTCBC social workers (representing 86.44% of NPTCBC social workers who responded to this question)
  - 11 were NPTCBC PSWs (representing 78.57% of NPTCBC PSWs who responded to this question)
  - 16 were Business Support staff (representing 61.53% of Business Support staff who responded to this question)
  - 6 were TAF (75% of the TAF staff who responded to the question)
  - 8 were Other (57.14% of the other staff who responded to the question)

## 5.5 The Council

- 5.5.1 84.30% 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 2012 of 9.9%. Since 2011 a number of measures have been introduced to improve communications within CYPS including:
- Weekly Children's Services Management Group Meetings
  - A dedicated CYPS Children's Improvement Plan area on the intranet
  - A 'Safer, Brighter Futures' area on the website
  - An annual Staff Development Day
  - Regular items in the Council's corporate staff newsletter 'In the Loop'
- 5.5.2 87.60% feel they know how their work contributes to the success or failure of the Council. This has also demonstrated an improvement since 2012.
- 5.5.3 70.25% agree that there are **good career pathways available in this Council**. Of these:
- 45 were NPTCBC social workers (representing 76.27% of the NPTCBC social workers who responded to this question)
  - 8 were NPTCBC PSWs (representing 57.14% of the NPTCBC PSWs who responded to this question)
  - 17 were Business Support Staff (representing 65.38% of the Business Support Staff who responded to this question)
- 5.5.4 However, almost a quarter (24.79%) disagree that there are good career pathways available in this Council.
- 5.5.5 85.95% agree that they feel **able to approach senior management if they want to**.
- 5.5.6 The majority of respondents (71.90%) feel that **the Council understands what is going on in their service** (this has shown a marked improvement since 2012).
- 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 CYPS is accessible'. This year, 81.51% of respondents agree that the Director of Social Services, Health and Housing is accessible. 76.03% of respondents agree that the Head of CYPS is accessible.

## 5.6 My Team

- 5.6.1 On the whole responses to questions about teams were positive. 96.69% feel **trusted to do their job**, 85.95% agreed that on the whole **their team works well together**, 94.21% feel that **their manager always treats them with respect** and 86.78% feel that their **colleagues are committed to doing quality work**.
- 5.6.2 72.73% feel that if there is ever conflict amongst colleagues, management will address the issue (this has improved by 14.53% since 2012).

## 5.7 Training and Development

- 5.7.1 85.12% of respondents feel that they **receive the training** they need to effectively carry out their job and this was reflected in the additional comments, for example:
- 5.7.2 59.50% said that they receive **regular appraisals** (a significant improvement since 2012 of 36%) and 82.64% feel that there is someone in work who encourages their development.

## 5.8 Pay, Benefits and Recognition

- 5.8.1. 52.89% of the respondents feel that they **receive a fair wage** for the work they do compared with just 43.50% in 2012. Of these:
- 35 were NPTCBC Social Workers (representing 59.32% of NPTCBC Social Workers who responded to this question)
  - 4 were NPTCBC PSWs (representing 28.57% of NPTCBC PSWs who responded to this question)
  - 14 were Business Support Workers (representing 53.85% of Business Support Workers who responded to this question)
- 5.8.2 47.93% do not feel that there are **other benefits** (apart from pay) that they can access as a member of staff here. Of these:
- 22 were NPTCBC Social Workers (representing 37.29% of NPTCBC Social Workers who responded to this question)
  - 8 were NPTCBC PSWs (representing 57.14% of NPTCBC PSWs who responded to this question)
  - 3 were Business Support Workers (representing 11.53% of Business Support Workers who responded to this question)
- 5.8.3 85.12% of the respondents feel that they are **encouraged to show initiative**.



## 5.9 Work Environment & Support

5.9.1 81.82% of respondents agreed that they are satisfied with their **current working environment**.

5.9.2 80.99% of respondents feel that they have access to **support or de-briefing when dealing with difficult cases or information**. Of these:

- 50 were NPTCBC Social Workers (representing 84.75% of NPTCBC Social Workers who responded to this question)
- 13 were NPTCBC PSWs (representing 92.86% of NPTCBC PSWs who responded to this question)
- 15 were Business Support Workers (representing 57.69% of Business Support Workers who responded to this question)

However, only 7.44% did not feel that they could access such support as 11.57% 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** 83.47% of respondents agreed. This has improved since 2012 ↑ by 12.37%.

5.10.2 Over three quarters (76.86%) of the respondents feel that their **views are listened to**, only 14.05% disagreed with this statement.

5.10.3 There has been an increase (from 28.41% in 2015 to 40.5% in 2016) in the number of respondents who think that they **are not consulted about changes planned for the service before they happen**. This can be broken down to:

- NPTCBC Social Workers who disagreed/strongly disagreed increased by 6.52%
- Personal Support Workers who disagreed/strongly disagreed increased by 12.85%
- Business Support who disagreed/strongly disagreed increased by 20.05%
- In 2015, TAF was aggregated into Other so a comparison between 2015 and 2016 cannot be made, however, of the 8 respondents who identified themselves as working in the TAF team, 5 (62.50%) disagreed/strongly disagreed with the statement that they are consulted over changes planned for the service.
- Other increased by 20.78% over 2015 (would have included TAF)

## 5.11 Other Issues

5.11.1 Participants were invited to make additional comments as part of the survey. There were 18 respondents who completed this section. There were no discernible patterns of comment that merit inclusion within this report, other than a small number of comments directed at the adoption service. The previous survey indicated that there was some dissatisfaction with changes that had been introduced to the adoption service. Those results were produced shortly after a major service change which had resulted in the creation of the Western Bay Adoption Service. Following the survey further examination of the issues raised

was undertaken by senior managers and there is work in progress to address the matters that have been identified. This survey confirms that position.

## 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 2012, the general direction of travel is positive.

6.2 It is important to note, that there has been a significant improvement in 98% of the measures since 2012, however, there are a number of areas where responses have plateaued or are just below 2014 levels, namely:

• My job is fulfilling: <b>84.30% in 2016 compared to 89.78% in 2015 and 85.12% in 2014</b>	<b>↓ 5.48%</b>
• I am kept informed about what is going on in the council and what it's trying to achieve: <b>84.30% in 2016 compared to 85.11% in 2015 and 85.11% in 2014</b>	<b>↓ 4.48%</b>
• My colleagues are committed to doing quality work: <b>86.78% in 2016 compared to 94.31% in 2015 and 93.62% in 2014</b>	<b>↓ 7.53%</b>
• I am kept informed about how well CYPS is performing: <b>82.64% in 2016 compared to 90.91% in 2015 and 85.11% in 2014.</b>	<b>↓ 8.27%</b>

6.3 One area for improvement is ensuring that staff are engaged, consulted and involved with planned changes to the service. There was a 6.41% decline overall between 2015 and 2016, but when you look at the different team areas this decline increases to around 20% (not including the TAF results).

6.4 Management need to investigate why staff believe that they spend too much time completing paperwork (see 5.2.1), especially with Social Workers (87.44% agreed/strongly agreed) and Personal Support Workers (71.43% agreed/strongly agreed).

## **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)           | <input type="checkbox"/> |
| Social Worker (Agency)           | <input type="checkbox"/> |
| Practice support worker (NPTCBC) | <input type="checkbox"/> |
| Practice support worker (Agency) | <input type="checkbox"/> |
| Business support staff           | <input type="checkbox"/> |
| Other (please specify)           | <input type="checkbox"/> |

### **What is your length of service?**

- |                      |                          |
|----------------------|--------------------------|
| Up to 1 year         | <input type="checkbox"/> |
| Between 1 - 3 years  | <input type="checkbox"/> |
| Between 3 - 5 years  | <input type="checkbox"/> |
| Between 5 - 10 years | <input type="checkbox"/> |
| Over 10 years        | <input type="checkbox"/> |

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 <sup>st</sup>
2 <sup>nd</sup>
3 <sup>rd</sup>

## 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 2012 - 2016

Q		2012	2013	2014	2015	2016
	Response rate	93 (100%)	84 (100%)	94 (100%)	88 (100%)	121 (100%)

1	What staff group do you work in?	2012	2013	2014	2015	2016
	➤ Social worker (NPTCBC)	40 (43%)	30 (35.71%)	30 (31.91%)	39 (44.32%)	59 (48.76%)
	➤ Social worker (Agency)	5 (5.4%)	1 (1.19%)	1 (1.06%)	0 (0.00%)	0 (0.00%)
	➤ Practice support worker (NPTCBC)	14 (15.1%)	10 (11.90%)	14 (14.89%)	10 (11.36%)	14 (11.57%)
	➤ Practice support worker (Agency)	1 (1.1%)	0 (0.00%)	0 (0.00%)	1 (1.14%)	0 (0.00%)
	➤ Business support staff	33 (35.5%)	31 (36.90%)	29 (30.85%)	27 (30.68%)	26 (21.49%)
	➤ Other (please specify)	4 (4.3%)	12 (14.29%)	20 (21.28%)	11 (12.50%)	14 (11.57%)
	2016 breakdown of those who answered 'other': <ul style="list-style-type: none"> <li>• Conference Team</li> <li>• Social Worker for Western Bay Adoption</li> <li>• Principal Officer Children's Services</li> <li>• Team Manager</li> <li>• Principal Officer</li> <li>• Quality Assurance</li> <li>• Education</li> <li>• Young Persons Advisor – Route 16</li> <li>• Young Persons Advisor</li> <li>• Fostering Team manager</li> <li>• IRO</li> </ul>					

2	What is your length of service?	2012	2013	2014	2015	2016
	➤ Up to 1 year	28 (30.1%)	16 (19.05%)	9 (9.57%)	7 (7.95%)	15 (12.40%)
	➤ Between 1 - 3 years	7 (7.5%)	16 (19.05%)	23 (24.47%)	19 (21.59%)	23 (19.01%)
	➤ Between 3 - 5 years	13 (14%)	4 (4.76%)	9 (9.57%)	8 (9.09%)	21 (17.36%)
	➤ Between 5 - 10 years	21 (22.6%)	16 (19.05%)	22 (23.40%)	21 (23.86%)	21 (17.36%)
	➤ Over 10 years	24 (25.8%)	32 (38.10%)	31 (32.98%)	33 (37.50%)	41 (33.88%)

## Overall satisfaction & morale

3	I enjoy my work	2012	2013	2014	2015	2016
	➤ Strongly agree	14 (16.3%)	34 (40.48%)	36 (38.30%)	34 (38.64%)	45 (37.19%)
	➤ Agree	56 (65.1%)	45 (53.57%)	52 (55.32%)	48 (54.55%)	68 (56.20%)
	<b>Total strongly agree and/or agree</b>	<b>81.4%</b>	<b>94.05%</b>	<b>93.62%</b>	<b>93.19%</b>	<b>93.39%</b>
	➤ Disagree	12 (14%)	4 (4.76%)	5 (5.32%)	3 (3.41%)	4 (3.31%)
	➤ Strongly disagree	1 (1.2%)	1 (1.19%)	1 (1.06%)	1 (1.14%)	2 (1.65%)
	➤ Do not wish to answer/ skipped Q	3 (3.5%)	0 (0.00%)	0 (0.00%)	2 (2.27%)	2 (1.65%)

4	My job is fulfilling	2012	2013	2014	2015	2016
	➤ Strongly agree	10 (11.6%)	26 (30.95%)	25 (26.60%)	23 (26.14%)	35 (28.93%)
	➤ Agree	49 (57%)	47 (55.95%)	55 (58.51%)	56 (63.64%)	67 (55.37%)
	<b>Total strongly agree and/or agree</b>	<b>68.6%</b>	<b>86.90%</b>	<b>85.12%</b>	<b>89.78%</b>	<b>84.30%</b>
	➤ Disagree	20 (23.3%)	8 (9.52%)	10 (10.64%)	5 (5.68%)	13 (10.74%)
	➤ Strongly disagree	4 (4.7%)	3 (3.57%)	3 (3.19%)	2 (2.27%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	10 (3.4%)	0 (0.00%)	1 (1.06%)	2 (2.27%)	3 (2.48%)

5	My knowledge and skills are fully utilised	2012	2013	2014	2015	2016
	➤ Strongly agree	13 (15.1%)	23 (27.38%)	25 (26.60%)	22 (25.00%)	32 (26.67%)
	➤ Agree	41 (47.7%)	36 (42.86%)	49 (52.13%)	51 (57.95%)	64 (53.33%)
	<b>Total strongly agree and/or agree</b>	<b>62.8%</b>	<b>70.24%</b>	<b>78.72%</b>	<b>82.95%</b>	<b>80.00%</b>
	➤ Disagree	25 (29.1%)	22 (26.19%)	14 (14.89%)	9 (10.23%)	18 (15.00%)
	➤ Strongly disagree	6 (7%)	3 (3.57%)	4 (4.26%)	4 (4.55%)	1 (0.83%)
	➤ Do not wish to answer/ skipped Q	1 (1.2%)	0 (0.00%)	2 (2.13%)	2 (2.27%)	5 (4.17%)

6	I feel my job is important	2012	2013	2014	2015	2016
	➤ Strongly agree	28 (32.6%)	42 (50.00%)	48 (51.06%)	48 (54.55%)	65 (53.72%)
	➤ Agree	54 (62.8%)	39 (46.43%)	44 (46.81%)	35 (39.77%)	50 (41.32%)
	<b>Total strongly agree and/or agree</b>	<b>95.4%</b>	<b>96.43%</b>	<b>97.87%</b>	<b>94.32%</b>	<b>95.14%</b>
	➤ Disagree	4 (4.7%)	2 (2.38%)	2 (2.13%)	1 (1.14%)	5 (4.13%)
	➤ Strongly disagree	0 (0.00%)	0 (0.00%)	0 (0.00%)	2 (2.27%)	0 (0.00%)
	➤ Do not wish to answer / skipped Q	0 (0.00%)	1 (1.19%)	0 (0.00%)	2 (2.27%)	1 (0.83%)

7	I feel valued at work	2012	2013	2014	2015	2016
	➤ Strongly agree	8 (9.3%)	18 (21.43%)	19 (20.21%)	24 (27.27%)	38 (31.40%)
	➤ Agree	34 (39.5%)	42 (50.00%)	46 (48.94%)	43 (48.86%)	61 (50.41%)
	<b>Total strongly agree and/or agree</b>	<b>48.8%</b>	<b>71.43%</b>	<b>69.15%</b>	<b>76.13%</b>	<b>81.82%</b>
	➤ Disagree	23 (26.7%)	19 (22.62%)	18 (19.15%)	13 (14.77%)	14 (11.57%)
	➤ Strongly disagree	13 (15.1%)	4 (4.76%)	8 (8.51%)	6 (6.82%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	8 (9.3%)	1 (1.19%)	3 (3.19%)	2 (2.27%)	5 (4.13%)

8	In my workplace, my general welfare is considered to be important	2012	2013	2014	2015	2016
	➤ Strongly agree	8 (9.3%)	15 (17.86%)	19 (20.21%)	27 (30.68%)	34 (28.10%)
	➤ Agree	41 (47.7%)	44 (52.38%)	50 (53.19%)	41 (46.59%)	65 (53.72%)
	<b>Total strongly agree and/or agree</b>	<b>57.0%</b>	<b>70.24%</b>	<b>73.40%</b>	<b>77.27%</b>	<b>81.82%</b>
	➤ Disagree	24 (27.9%)	17 (20.24%)	18 (19.15%)	12 (13.64%)	11 (9.09%)
	➤ Strongly disagree	5 (5.8%)	5 (5.95%)	5 (5.32%)	4 (4.55%)	7 (5.79%)
	➤ Do not wish to answer/ skipped Q	8 (9.3%)	3 (3.57%)	2 (2.13%)	4 (4.55%)	4 (3.31%)



<b>9</b>	<b>Concern is shown for my health and safety at work</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	8 (9.3%)	16 (19.05%)	20 (21.28%)	23 (26.14%)	36 (29.75%)
	➤ Agree	42 (48.8%)	42 (50.00%)	52 (55.32%)	51 (57.95%)	65 (53.72%)
	<b>Total strongly agree and/or agree</b>	<b>58.1%</b>	<b>69.05%</b>	<b>76.60%</b>	<b>84.09%</b>	<b>83.47%</b>
	➤ Disagree	24 (27.9%)	18 (21.43%)	15 (15.96%)	6 (6.82%)	9 (7.44%)
	➤ Strongly disagree	7 (8.1%)	5 (5.95%)	6 (6.38%)	3 (3.41%)	6 (4.96%)
	➤ Do not wish to answer/ skipped Q	5 (5.8%)	3 (3.57%)	1 (1.06%)	5 (5.68%)	5 (4.13%)

## The Council

<b>10</b>	<b>This is a good Council to work for</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	7 (8.1%)	12 (14.29%)	17 (18.09%)	22 (25.00%)	45 (38.14%)
	➤ Agree	43 (50%)	46 (54.76%)	59 (62.77%)	56 (63.64%)	61 (50.41%)
	<b>Total strongly agree and/or agree</b>	<b>58.1%</b>	<b>69.05%</b>	<b>80.85%</b>	<b>88.64%</b>	<b>87.60%</b>
	➤ Disagree	22 (25.6%)	12 (14.29%)	5 (5.32%)	2 (2.27%)	2 (1.65%)
	➤ Strongly disagree	4 (4.7%)	5 (5.95%)	3 (3.19%)	2 (2.27%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	10 (11.6%)	9 (10.71%)	10 (10.64%)	6 (6.82%)	9 (7.44%)

<b>11</b>	<b>At present, I am not looking for work outside this Council</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	17 (19.8%)	20 (23.81%)	33 (35.11%)	39 (44.32%)	54 (44.63%)
	➤ Agree	40 (46.5%)	33 (39.29%)	35 (37.23%)	28 (31.82%)	41 (33.88%)
	<b>Total strongly agree and/or agree</b>	<b>66.3%</b>	<b>63.10%</b>	<b>72.34%</b>	<b>76.14%</b>	<b>78.51%</b>
	➤ Disagree	16 (18.6%)	11 (13.10%)	13 (13.83%)	10 (11.36%)	10 (8.26%)
	➤ Strongly disagree	5 (5.8%)	7 (8.33%)	7 (7.45%)	5 (5.68%)	9 (7.44%)
	➤ Do not wish to answer/ skipped Q	8 (9.3%)	13 (15.48%)	6 (6.38%)	6 (6.82%)	7 (5.79%)

<b>12</b>	<b>I am kept informed about what is going on in the Council and what it is trying to achieve</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	8 (9.3%)	11 (13.10%)	18 (19.15%)	22 (25.00%)	26 (21.49%)
	➤ Agree	56 (65.1%)	47 (55.95%)	62 (65.96%)	56 (63.64%)	76 (62.81%)
	<b>Total strongly agree and/or agree</b>	<b>74.4%</b>	<b>69.05%</b>	<b>85.11%</b>	<b>88.64%</b>	<b>84.30%</b>
	➤ Disagree	17 (19.8%)	20 (23.81%)	11 (11.70%)	3 (3.41%)	13 (10.74%)
	➤ Strongly disagree	4 (4.7%)	4 (4.76%)	1 (1.06%)	1 (1.14%)	5 (4.13%)
	➤ Do not wish to answer/ skipped Q	1 (1.2%)	2 (2.38%)	2 (2.13%)	6 (6.82%)	1 (0.83%)

<b>13</b>	<b>I know how my work contributes to the success or failure of the Council</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	7 (8.1%)	17 (20.24%)	22 (23.40%)	19 (21.59%)	37 (30.58%)
	➤ Agree	56 (65.1%)	46 (54.76%)	51 (54.26%)	57 (64.77%)	69 (57.02%)
	<b>Total strongly agree and/or agree</b>	<b>73.2%</b>	<b>75.00%</b>	<b>77.66%</b>	<b>86.36%</b>	<b>87.60%</b>
	➤ Disagree	18 (20.9%)	17 (20.24%)	14 (14.89%)	9 (10.23%)	10 (8.26%)
	➤ Strongly disagree	1 (1.2%)	3 (3.57%)	2 (2.13%)	0 (0.00%)	3 (2.48%)
	➤ Do not wish to answer skipped Q	4 (4.7%)	1 (1.19%)	5 (5.32%)	3 (3.41%)	2 (1.65%)

14	In this Council, there are good career pathways available					
		2012	2013	2014	2015	2016
	➤ Strongly agree	7 (8.1%)	4 (4.76%)	7 (7.45%)	12 (13.64%)	17 (14.05%)
	➤ Agree	29 (33.7%)	35 (41.67%)	46 (48.94%)	45 (51.14%)	68 (56.20%)
	<b>Total strongly agree and/or agree</b>	<b>41.8%</b>	<b>46.43%</b>	<b>56.38%</b>	<b>64.78%</b>	<b>70.25%</b>
	➤ Disagree	37 (43%)	26 (30.95%)	19 (20.21%)	12 (13.64%)	21 (17.36%)
	➤ Strongly disagree	5 (5.8%)	11 (13.10%)	10 (10.64%)	9 (10.23%)	9 (7.44%)
	➤ Do not wish to answer/ skipped Q	8 (9.3%)	8 (9.52%)	12 (12.77%)	10 (11.36%)	6 (4.96%)

15	I feel I can approach senior management if I want to					
		2012	2013	2014	2015	2016
	➤ Strongly agree	12 (14%)	17 (20.24%)	31 (32.98%)	29 (32.95%)	41 (33.88%)
	➤ Agree	39 (45.3%)	45 (53.57%)	43 (45.74%)	43 (48.86%)	63 (52.07%)
	<b>Total strongly agree and/or agree</b>	<b>59.3%</b>	<b>73.81%</b>	<b>78.72%</b>	<b>81.81%</b>	<b>85.95%</b>
	➤ Disagree	21 (24.4%)	13 (15.48%)	9 (9.57%)	5 (5.68%)	6 (4.96%)
	➤ Strongly disagree	6 (7%)	4 (4.76%)	10 (10.64%)	6 (6.82%)	9 (7.44%)
	➤ Do not wish to answer/ skipped Q	8 (9.3%)	5 (5.95%)	1 (1.06%)	5 (5.68%)	2 (1.65%)

16	The council understands what is going on in our service					
		2012	2013	2014	2015	2016
	➤ Strongly agree	6 (7%)	4 (4.76%)	8 (8.51%)	11 (12.50%)	20 (16.53%)
	➤ Agree	33 (38.4%)	38 (45.24%)	55 (58.51%)	49 (55.68%)	67 (55.37%)
	<b>Total strongly agree and/or agree</b>	<b>45.4%</b>	<b>50.00%</b>	<b>67.02%</b>	<b>68.18%</b>	<b>71.90%</b>
	➤ Disagree	28 (32.6%)	27 (32.14%)	20 (21.28%)	9 (10.23%)	21 (17.36%)
	➤ Strongly disagree	7 (8.1%)	7 (8.33%)	7 (7.45%)	6 (6.82%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	12 (14%)	8 (9.52%)	4 (4.26%)	13 (14.77%)	9 (7.44%)

New	I feel that the Director of Social Services Health and Housing is accessible					
		2012	2013	2014	2015	2016
	➤ Strongly agree	n/a	n/a	22 (23.40%)	18 (20.45%)	32 (26.89%)
	➤ Agree	n/a	n/a	51 (54.26%)	52 (59.09%)	65 (54.62%)
	<b>Total strongly agree and/or agree</b>	<b>n/a</b>	<b>n/a</b>	<b>77.66%</b>	<b>79.54%</b>	<b>81.51%</b>
	➤ Disagree	n/a	n/a	11 (11.70%)	5 (5.68%)	11 (9.24%)
	➤ Strongly disagree	n/a	n/a	5 (5.32%)	2 (2.27%)	6 (5.04%)
	➤ Do not wish to answer/ skipped Q	n/a	n/a	5 (5.32%)	11 (12.50%)	5 (4.20%)

New	I feel that the Head of CYPS is accessible					
		2012	2013	2014	2015	2016
	➤ Strongly agree	n/a	n/a	20 (21.28%)	16 (18.18%)	37 (30.58%)
	➤ Agree	n/a	n/a	46 (48.94%)	51 (57.95%)	55 (45.45%)
	<b>Total strongly agree and/or agree</b>	<b>n/a</b>	<b>n/a</b>	<b>70.22%</b>	<b>76.13%</b>	<b>76.03%</b>
	➤ Disagree	n/a	n/a	11 (11.70%)	6 (6.82%)	15 (12.40%)
	➤ Strongly disagree	n/a	n/a	8 (8.51%)	3 (3.41%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	n/a	n/a	9 (9.57%)	12 (13.64%)	10 (8.26%)

## My Team

17	I am trusted to do my job	2012	2013	2014	2015	2016
	➤ Strongly agree	20 (23.3%)	35 (41.67%)	48 (51.06%)	39 (44.32%)	61 (50.41%)
	➤ Agree	50 (58.1%)	44 (52.38%)	39 (41.49%)	44 (50.00%)	56 (46.28%)
	<b>Total strongly agree and/or agree</b>	<b>81.4%</b>	<b>94.05%</b>	<b>92.55%</b>	<b>94.32%</b>	<b>96.69%</b>
	➤ Disagree	13 (15.1%)	4 (4.76%)	4 (4.26%)	2 (2.27%)	1 (0.83%)
	➤ Strongly disagree	2 (2.3%)	0 (0.00%)	2 (2.13%)	1 (1.14%)	0 (0.00%)
	➤ Do not wish to answer/ skipped Q	1 (1.2%)	1 (1.19%)	1 (1.06%)	3 (3.41%)	3 (2.48%)

18	Team meeting are held regularly	2012	2013	2014	2015	2016
	➤ Strongly agree	15 (17.4%)	26 (30.95%)	29 (30.85%)	27 (30.68%)	46 (38.02%)
	➤ Agree	50 (58.1%)	36 (42.86%)	46 (48.94%)	46 (52.27%)	61 (50.41%)
	<b>Total strongly agree and/or agree</b>	<b>75.5%</b>	<b>73.81%</b>	<b>79.79%</b>	<b>82.95%</b>	<b>88.43%</b>
	➤ Disagree	16 (18.6%)	10 (11.90%)	7 (7.45%)	8 (9.09%)	7 (5.79%)
	➤ Strongly disagree	3 (3.5%)	11 (13.10%)	6 (6.38%)	5 (5.68%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	2 (2.3%)	1 (1.19%)	6 (6.38%)	2 (2.27%)	4 (3.31%)

19	Team meetings are useful and productive	2012	2013	2014	2015	2016
	➤ Strongly agree	11 (12.8%)	22 (26.19%)	22 (23.40%)	17 (19.32%)	33 (27.27%)
	➤ Agree	52 (60.5%)	42 (50.00%)	44 (46.81%)	55 (62.50%)	64 (52.89%)
	<b>Total strongly agree and/or agree</b>	<b>73.3%</b>	<b>76.19%</b>	<b>70.21%</b>	<b>81.82%</b>	<b>80.17%</b>
	➤ Disagree	17 (19.8%)	8 (9.52%)	18 (19.15%)	8 (9.09%)	13 (10.74%)
	➤ Strongly disagree	1 (1.2%)	6 (7.14%)	4 (4.26%)	1 (1.14%)	6 (4.96%)
	➤ Do not wish to answer/ skipped Q	5 (5.8%)	6 (7.14%)	6 (6.38%)	7 (7.95%)	5 (4.13%)

20	On the whole, my team works well together	2012	2013	2014	2015	2016
	➤ Strongly agree	21 (24.4%)	37 (44.05%)	39 (41.49%)	42 (47.73%)	48 (39.67%)
	➤ Agree	47 (54.7%)	38 (45.24%)	50 (53.19%)	38 (43.18%)	56 (46.28%)
	<b>Total strongly agree and/or agree</b>	<b>79.1%</b>	<b>89.29%</b>	<b>94.68%</b>	<b>90.91%</b>	<b>85.95%</b>
	➤ Disagree	11 (12.8%)	5 (5.95%)	1 (1.06%)	5 (5.68%)	5 (4.13%)
	➤ Strongly disagree	2 (2.3%)	4 (4.76%)	1 (1.06%)	1 (1.14%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	5 (5.8%)	0 (0.00%)	3 (3.19%)	2 (2.27%)	8 (6.61%)

21	My colleagues are committed to doing quality work	2012	2013	2014	2015	2016
	➤ Strongly agree	28 (32.6%)	39 (46.43%)	49 (52.13%)	43 (48.86%)	63 (52.07%)
	➤ Agree	43 (50%)	39 (46.43%)	39 (41.49%)	40 (45.45%)	42 (34.71%)
	<b>Total strongly agree and/or agree</b>	<b>82.6%</b>	<b>92.86%</b>	<b>93.62%</b>	<b>94.31%</b>	<b>86.78%</b>
	➤ Disagree	4 (4.7%)	5 (5.95%)	2 (2.13%)	0 (0.00%)	4 (3.31%)
	➤ Strongly disagree	1 (1.2%)	1 (1.19%)	0 (0.00%)	0 (0.00%)	6 (4.96%)
	➤ Do not wish to answer/ skipped Q	10 (11.6%)	0 (0.00%)	4 (4.26%)	5 (5.68%)	6 (4.96%)

22	If there is ever conflict amongst colleagues, management will address the issue	2012	2013	2014	2015	2016
	➤ Strongly agree	9 (10.5%)	22 (26.19%)	24 (25.53%)	25 (28.41%)	38 (31.40%)
	➤ Agree	41 (47.7%)	30 (35.71%)	47 (50.00%)	42 (47.73%)	50 (41.32%)
	<b>Total strongly agree and/or agree</b>	<b>58.2%</b>	<b>61.90%</b>	<b>75.53%</b>	<b>76.14%</b>	<b>72.73%</b>
	➤ Disagree	25 (29.1%)	15 (17.86%)	12 (12.77%)	5 (5.68%)	18 (14.88%)
	➤ Strongly disagree	4 (4.7%)	6 (7.14%)	5 (5.32%)	5 (5.68%)	7 (5.79%)
	➤ Do not wish to answer/ skipped Q	12 (16.0%)	7 (8.1%)	11 (13.10%)	6 (6.38%)	8 (6.61%)

23	My manager always treats me with respect					
		2012	2013	2014	2015	2016
	➤ Strongly agree	27 (31.4%)	34 (40.48%)	40 (42.55%)	44 (50.00%)	69 (57.02%)
	➤ Agree	43 (50%)	36 (42.86%)	37 (39.36%)	36 (40.91%)	45 (37.19%)
	<b>Total strongly agree and/or agree</b>	<b>81.4%</b>	<b>83.34%</b>	<b>81.91%</b>	<b>90.91%</b>	<b>94.21%</b>
	➤ Disagree	4 (4.7%)	4 (4.76%)	4 (4.26%)	4 (4.55%)	1 (0.83%)
	➤ Strongly disagree	4 (4.7%)	1 (1.19%)	10 (10.64%)	1 (1.14%)	2 (1.65%)
	➤ Do not wish to answer/ skipped Q	8 (9.3%)	9 (10.71%)	3 (3.19%)	3 (3.41%)	4 (3.31%)

24	I receive regular one-to-one supervision with my manager/supervisor					
		2012	2013	2014	2015	2016
	➤ Strongly agree	17 (19.8%)	25 (29.76%)	30 (31.91%)	39 (44.32%)	63 (52.07%)
	➤ Agree	31 (36%)	29 (34.52%)	38 (40.43%)	38 (43.18%)	44 (36.36%)
	<b>Total strongly agree and/or agree</b>	<b>55.8%</b>	<b>64.28%</b>	<b>72.34%</b>	<b>87.50%</b>	<b>88.43%</b>
	➤ Disagree	22 (25.6%)	16 (19.05%)	17 (18.09%)	5 (5.68%)	6 (4.96%)
	➤ Strongly disagree	12 (14%)	12 (14.29%)	7 (7.45%)	5 (5.68%)	2 (1.65%)
	➤ Do not wish to answer/ skipped Q	4 (4.7%)	2 (2.38%)	2 (2.13%)	1 (1.14%)	6 (4.96%)

25	I can ask for advice and support from my manager/supervisor					
		2012	2013	2014	2015	2016
	➤ Strongly agree	31 (36%)	40 (47.62%)	41 (43.62%)	44 (50.00%)	71 (58.68%)
	➤ Agree	43 (50%)	34 (40.48%)	36 (38.30%)	37 (42.05%)	41 (33.88%)
	<b>Total strongly agree and/or agree</b>	<b>86%</b>	<b>88.10%</b>	<b>81.92%</b>	<b>92.05%</b>	<b>92.56%</b>
	➤ Disagree	6 (7%)	3 (3.57%)	5 (5.32%)	3 (3.41%)	1 (0.83%)
	➤ Strongly disagree	1 (1.2%)	4 (4.76%)	6 (6.38%)	1 (1.14%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	5 (5.8%)	3 (3.57%)	6 (6.38%)	3 (3.41%)	4 (3.31%)

## Training and Development

26	There is someone at work who encourages my development					
		2012	2013	2014	2015	2016
	➤ Strongly agree	12 (14.1%)	18 (21.43%)	18 (19.15%)	24 (27.27%)	46 (38.02%)
	➤ Agree	36 (42.4%)	30 (35.71%)	49 (52.13%)	40 (45.45%)	54 (44.63%)
	<b>Total strongly agree and/or agree</b>	<b>56.5%</b>	<b>57.14%</b>	<b>71.28%</b>	<b>72.72%</b>	<b>82.64%</b>
	➤ Disagree	28 (32.9%)	25 (29.76%)	12 (12.77%)	18 (20.45%)	13 (10.74%)
	➤ Strongly disagree	3 (3.5%)	6 (7.14%)	4 (4.26%)	4 (4.55%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	6 (7.1%)	5 (5.95%)	11 (11.70%)	2 (2.27%)	4 (3.31%)

27	I receive the training I need to effectively carry out my job					
		2012	2013	2014	2015	2016
	➤ Strongly agree	7 (8.2%)	12 (14.29%)	13 (13.83%)	20 (22.73%)	43 (35.54%)
	➤ Agree	37 (43.5%)	41 (48.81%)	58 (61.70%)	52 (59.09%)	60 (49.59%)
	<b>Total strongly agree and/or agree</b>	<b>51.7%</b>	<b>63.10%</b>	<b>75.53%</b>	<b>81.82%</b>	<b>85.12%</b>
	➤ Disagree	33 (38.8%)	21 (25.00%)	16 (17.02%)	9 (10.23%)	11 (9.09%)
	➤ Strongly disagree	4 (4.7%)	4 (4.76%)	1 (1.06%)	3 (3.41%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	4 (4.7%)	6 (7.14%)	6 (6.38%)	4 (4.55%)	4 (3.31%)

<b>28</b>	<b>I receive regular appraisals</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	3 (3.5%)	6 (7.14%)	5 (5.32%)	11 (12.50%)	30 (24.79%)
	➤ Agree	17 (20%)	23 (27.38%)	31 (32.98%)	24 (27.27%)	42 (34.71%)
	<b>Total strongly agree and/or agree</b>	<b>23.5%</b>	<b>34.52%</b>	<b>38.30%</b>	<b>39.77%</b>	<b>59.50%</b>
	➤ Disagree	35 (41.2%)	28 (33.33%)	29 (30.85%)	23 (26.14%)	22 (18.18%)
	➤ Strongly disagree	20 (23.5%)	15 (17.86%)	22 (23.40%)	20 (22.73%)	13 (10.74%)
	➤ Do not wish to answer/ skipped Q	10 (11.8%)	12 (14.29%)	7 (7.45%)	10 (11.36%)	14 (11.57%)

<b>29</b>	<b>My appraisals help me in planning for the future</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	4 (4.7%)	6 (7.14%)	5 (5.32%)	11 (12.50%)	22 (18.18%)
	➤ Agree	19 (22.4%)	24 (28.57%)	30 (31.91%)	21 (23.86%)	43 (35.54%)
	<b>Total strongly agree and/or agree</b>	<b>27.1%</b>	<b>35.71%</b>	<b>37.23 %</b>	<b>36.36%</b>	<b>53.72%</b>
	➤ Disagree	29 (34.1%)	18 (21.43%)	20 (21.28%)	19 (21.59%)	22 (18.18%)
	➤ Strongly disagree	10 (11.8%)	10 (11.90%)	14 (14.89%)	9 (10.23%)	9 (7.44%)
	➤ Do not wish to answer/ skipped Q	23 (27.1%)	26 (30.95%)	25 (26.60%)	28 (31.82%)	25 (20.66%)

## Pay, benefits and recognition

<b>30</b>	<b>I feel that I receive a fair wage for the work I do</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	2 (2.4%)	5 (5.95%)	5 (5.32%)	7 (7.95%)	9 (7.44%)
	➤ Agree	34 (41%)	42 (50.00%)	40 (42.55%)	36 (40.91%)	55 (45.45%)
	<b>Total strongly agree and/or agree</b>	<b>43.5%</b>	<b>55.95%</b>	<b>47.87%</b>	<b>48.86%</b>	<b>52.89%</b>
	➤ Disagree	34 (41%)	23 (27.38%)	27 (28.72%)	26 (29.55%)	37 (30.58%)
	➤ Strongly disagree	15 (18.1%)	9 (10.71%)	13 (13.83%)	10 (11.36%)	16 (13.22%)
	➤ Do not wish to answer/ skipped Q	1 (1.2%)	5 (5.95%)	9 (9.57%)	9 (10.23%)	4 (3.31%)

<b>31</b>	<b>Apart from my pay, there are other benefits I can access as a member of staff here</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	1 (1.2%)	2 (2.38%)	3 (3.19%)	6 (6.82%)	9 (7.44%)
	➤ Agree	29 (34.9%)	25 (29.76%)	36 (38.30%)	35 (39.77%)	54 (44.63%)
	<b>Total strongly agree and/or agree</b>	<b>36.1%</b>	<b>32.14%</b>	<b>41.49%</b>	<b>46.59%</b>	<b>52.07%</b>
	➤ Disagree	42 (50.6%)	35 (41.67%)	33 (35.11%)	27 (30.68%)	30 (24.79%)
	➤ Strongly disagree	4 (4.8%)	12 (14.29%)	10 (10.64%)	9 (10.23%)	9 (7.44%)
	➤ Do not wish to answer/ skipped Q	7 (8.4%)	10 (11.90%)	12 (12.76%)	11 (12.50%)	19 (15.70%)

<b>32</b>	<b>I feel that I am encouraged to show initiative</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	9 (10.8%)	15 (17.86%)	13 (13.83%)	16 (18.18%)	35 (28.93%)
	➤ Agree	43 (51.8%)	47 (55.95%)	53 (56.38%)	61 (69.32%)	68 (56.20%)
	<b>Total strongly agree and/or agree</b>	<b>62.6%</b>	<b>73.81%</b>	<b>70.21%</b>	<b>87.50%</b>	<b>85.12%</b>
	➤ Disagree	25 (30.1%)	13 (15.48%)	13 (13.83%)	4 (4.55%)	10 (8.26%)
	➤ Strongly disagree	2 (2.4%)	4 (4.76%)	4 (4.26%)	3 (3.41%)	1 (0.83%)
	➤ Do not wish to answer/ skipped Q	4 (4.8%)	5 (5.95%)	11 (11.70%)	4 (4.55%)	7 (5.79%)

<b>33</b>	<b>I receive recognition for work well done</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	6 (7.2%)	13 (15.48%)	18 (19.15%)	16 (18.18%)	33 (27.27%)
	➤ Agree	38 (45.8%)	41 (48.81%)	48 (51.06%)	51 (57.95%)	63 (52.07%)
	<b>Total strongly agree and/or agree</b>	<b>53.0%</b>	<b>64.29%</b>	<b>70.21%</b>	<b>76.13%</b>	<b>79.34%</b>
	➤ Disagree	29 (34.9%)	19 (22.62%)	13 (13.83%)	10 (11.36%)	12 (9.92%)
	➤ Strongly disagree	5 (6%)	7 (8.33%)	6 (6.38%)	6 (6.82%)	7 (5.79%)
	➤ Do not wish to answer/ skipped Q	5 (6%)	4 (4.76%)	9 (9.57%)	5 (5.68%)	6 (4.96%)

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

## Work environment and support

<b>35</b>	<b>I am satisfied with my current working environment</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	13 (15.7%)	13 (15.48%)	20 (21.28%)	26 (29.55%)	32 (26.45%)
	➤ Agree	45 (54.2%)	45 (53.57%)	47 (50.00%)	52 (59.09%)	67 (55.37%)
	<b>Total strongly agree and/or agree</b>	<b>69.9%</b>	<b>69.05%</b>	<b>71.28%</b>	<b>88.64%</b>	<b>81.82%</b>
	➤ Disagree	19 (22.9%)	19 (22.62%)	15 (15.96%)	1 (1.14%)	15 (12.40%)
	➤ Strongly disagree	5 (6%)	5 (5.95%)	11 (11.70%)	6 (6.82%)	7 (5.79%)
	➤ Do not wish to answer/ skipped Q	1 (1.2%)	2 (2.38%)	1 (1.06%)	3 (3.41%)	0 (0.00%)

<b>36</b>	<b>I have the tools, equipment and information to do my job</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	11 (13.3%)	12 (14.29%)	24 (25.53%)	18 (20.45%)	34 (28.10%)
	➤ Agree	45 (54.2%)	47 (55.95%)	51 (54.26%)	59 (67.05%)	65 (53.72%)
	<b>Total strongly agree and/or agree</b>	<b>67.5%</b>	<b>70.24%</b>	<b>79.79%</b>	<b>87.50%</b>	<b>81.82%</b>
	➤ Disagree	24 (28.9%)	18 (21.43%)	13 (13.83%)	10 (11.36%)	13 (10.74%)
	➤ Strongly disagree	0	4 (4.76%)	3 (3.19%)	0 (0.00%)	5 (4.13%)
	➤ Do not wish to answer/ skipped Q	3 (3.6%)	3 (3.57%)	3 (3.19%)	1 (1.14%)	4 (3.31%)

<b>37</b>	<b>My fixed centre of work has changed in the last year and I understand why this needed to happen</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	9 (10.8%)	2 (2.38%)	14 (14.89%)	2 (2.27%)	N/A
	➤ Agree	43 (51.8%)	8 (9.52%)	22 (23.40%)	13 (14.77%)	N/A
	<b>Total strongly agree and/or agree</b>	<b>62.6%</b>	<b>11.90%</b>	<b>38.30%</b>	<b>17.04%</b>	<b>N/A</b>
	➤ Disagree	7 (8.4%)	11 (13.10%)	4 (4.26%)	7 (7.95%)	N/A
	➤ Strongly disagree	0	2 (2.38%)	1 (1.06%)	3 (3.41%)	N/A
	➤ Does not apply / Do not wish to answer/ skipped Q	24 (28.9%)	61 (72.62%)	53 (56.38%)	63 (71.59%)	N/A

<b>38</b>	<b>My fixed centre of work has changed in the last year and I am comfortable with this</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	11 (13.3%)	2 (2.38%)	14 (14.89%)	2 (2.27%)	N/A
	➤ Agree	39 (47%)	9 (10.71%)	18 (19.15%)	11 (12.50%)	N/A
	<b>Total strongly agree and/or agree</b>	<b>60.3%</b>	<b>13.09%</b>	<b>34.04%</b>	<b>14.77%</b>	<b>N/A</b>
	➤ Disagree	8 (9.6%)	9 (10.71%)	5 (5.32%)	9 (10.23%)	N/A
	➤ Strongly disagree	1 (1.2%)	1 (1.19%)	0 (0.00%)	3 (3.41%)	N/A
	➤ Does not apply / Do not wish to answer/ skipped Q	24 (28.9%)	63 (75.00%)	57 (60.64%)	63 (71.59%)	N/A

<b>39</b>	<b>My workload is manageable</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	5 (6%)	5 (5.95%)	6 (6.38%)	10 (11.36%)	24 (19.83%)
	➤ Agree	43 (51.8%)	52 (61.90%)	62 (65.96%)	55 (62.50%)	81 (66.94%)
	<b>Total strongly agree and/or agree</b>	<b>57.8%</b>	<b>67.85%</b>	<b>72.34%</b>	<b>73.86%</b>	<b>86.78%</b>
	➤ Disagree	23 (27.7%)	24 (28.57%)	22 (23.40%)	16 (18.18%)	12 (9.92%)
	➤ Strongly disagree	8 (9.6%)	1 (1.19%)	4 (4.26%)	4 (4.55%)	4 (3.31%)
	➤ Do not wish to answer/ skipped Q	4 (4.8%)	2 (2.38%)	0 (0.00%)	3 (3.41%)	0 (0.00%)

<b>40</b>	<b>I spend too much time doing paperwork</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	20 (24.1%)	12 (14.29%)	21 (22.34%)	19 (21.59%)	36 (29.75%)
	➤ Agree	29 (34.9%)	25 (29.76%)	29 (30.85%)	25 (28.41%)	49 (40.50%)
	<b>Total strongly agree and/or agree</b>	<b>59.06%</b>	<b>44.05%</b>	<b>53.19%</b>	<b>50.00%</b>	<b>70.25%</b>
	➤ Disagree	18 (21.7%)	20 (23.81%)	24 (25.53%)	30 (34.09%)	29 (23.97%)
	➤ Strongly disagree	0	6 (7.14%)	5 (5.32%)	2 (2.27%)	0 (0.00%)
	➤ Do not wish to answer/ skipped Q	16 (19.3%)	21 (25.00%)	15 (15.96%)	12 (13.64%)	7 (5.79%)

<b>41</b>	<b>When dealing with difficult cases or information, I have access to the appropriate support or de-briefing</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	5 (6%)	14 (16.67%)	13 (13.83%)	20 (22.73%)	35 (28.93%)
	➤ Agree	43 (51.8%)	39 (46.43%)	47 (50.00%)	46 (52.27%)	63 (52.07%)
	<b>Total strongly agree and/or agree</b>	<b>57.8%</b>	<b>63.10%</b>	<b>63.83%</b>	<b>75.00%</b>	<b>80.99%</b>
	➤ Disagree	14 (16.9%)	11 (13.10%)	15 (15.96%)	6 (6.82%)	7 (5.79%)
	➤ Strongly disagree	5 (6%)	4 (4.76%)	3 (3.19%)	2 (2.27%)	2 (1.65%)
	➤ Does not apply / Do not wish to answer/ skipped Q	16 (19.3%)	16 (19.05%)	16 (17.02%)	14 (15.91%)	14 (11.57%)

## Communications in the service

<b>42</b>	<b>I am kept informed of what's going on in my directorate</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	11 (13.3%)	7 (8.33%)	17 (18.09%)	20 (22.73%)	29 (23.97%)
	➤ Agree	48 (57.8%)	48 (57.14%)	60 (63.83%)	57 (64.77%)	72 (59.50%)
	<b>Total strongly agree and/or agree</b>	<b>71.1%</b>	<b>65.47%</b>	<b>81.91%</b>	<b>87.50%</b>	<b>83.47%</b>
	➤ Disagree	20 (24.1%)	23 (27.38%)	9 (9.57%)	7 (7.95%)	13 (10.74%)
	➤ Strongly disagree	2 (2.4%)	3 (3.57%)	2 (2.13%)	0 (0.00%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	2 (2.4%)	3 (3.57%)	6 (6.38%)	4 (4.55%)	4 (3.31%)

<b>43</b>	<b>I am kept informed about how well CYPS is performing</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	7 (8.4%)	8 (9.52%)	20 (21.28%)	20 (22.73%)	24 (19.83%)
	➤ Agree	42 (50.6%)	54 (64.29%)	60 (63.83%)	60 (68.18%)	76 (62.81%)
	<b>Total strongly agree and/or agree</b>	<b>59%</b>	<b>73.81%</b>	<b>85.11%</b>	<b>90.91%</b>	<b>82.64%</b>
	➤ Disagree	28 (33.7%)	14 (16.67%)	7 (7.45%)	5 (5.68%)	12 (9.92%)
	➤ Strongly disagree	2 (2.4%)	5 (5.95%)	1 (1.06%)	0 (0.00%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	4 (4.8%)	3 (3.57%)	6 (6.38%)	3 (3.41%)	6 (4.96%)

<b>44</b>	<b>I am kept up to date with changes in legislation and policies, which are relevant to how I carry out my job.</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	4 (4.8%)	6 (7.14%)	9 (9.57%)	16 (18.18%)	26 (21.49%)
	➤ Agree	41 (49.4%)	42 (50.00%)	54 (57.45%)	56 (63.64%)	75 (61.98%)
	<b>Total strongly agree and/or agree</b>	<b>54.2%</b>	<b>57.14%</b>	<b>67.02%</b>	<b>81.82%</b>	<b>83.47%</b>
	➤ Disagree	29 (34.9%)	22 (26.19%)	17 (18.09%)	8 (9.09%)	13 (10.74%)
	➤ Strongly disagree	2 (2.4%)	3 (3.57%)	6 (6.38%)	1 (1.14%)	2 (1.65%)
	➤ Do not wish to answer/ skipped Q	7 (8.4%)	11 (13.09%)	8 (8.51%)	7 (7.95%)	5 (4.13%)

<b>45</b>	<b>I know what is expected of me in my role</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	13 (15.7%)	18 (21.43%)	29 (30.85%)	22 (25.00%)	38 (31.40%)
	➤ Agree	56 (67.5%)	53 (63.10%)	52 (55.32%)	56 (63.64%)	73 (60.33%)
	<b>Total strongly agree and/or agree</b>	<b>83.2%</b>	<b>84.53%</b>	<b>86.17%</b>	<b>88.64%</b>	<b>91.74%</b>
	➤ Disagree	11 (13.3%)	8 (9.52%)	6 (6.38%)	7 (7.95%)	5 (4.13%)
	➤ Strongly disagree	0 (0.00%)	2 (2.38%)	5 (5.32%)	1 (1.14%)	3 (2.48%)
	➤ Do not wish to answer/ skipped Q	3 (3.6%)	3 (3.57%)	2 (2.13%)	2 (2.27%)	2 (1.65%)

<b>46</b>	<b>My views are asked for</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	3 (3.6%)	10 (11.90%)	17 (18.09%)	14 (15.91%)	24 (19.83%)
	➤ Agree	40 (48.2%)	36 (42.86%)	46 (48.94%)	55 (62.50%)	74 (61.16%)
	<b>Total strongly agree and/or agree</b>	<b>51.8%</b>	<b>54.76%</b>	<b>67.02%</b>	<b>78.41%</b>	<b>80.99%</b>
	➤ Disagree	28 (33.7%)	26 (30.95%)	17 (18.09%)	12 (13.64%)	12 (9.92%)
	➤ Strongly disagree	4 (4.8%)	5 (5.95%)	7 (7.45%)	3 (3.41%)	6 (4.96%)
	➤ Do not wish to answer/ skipped Q	8 (9.6%)	7 (8.33%)	7 (7.45%)	4 (4.55%)	5 (4.13%)

<b>47</b>	<b>My views are listened to</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	4 (4.8%)	7 (8.33%)	14 (14.89%)	12 (13.64%)	25 (20.66%)
	➤ Agree	35 (42.2%)	32 (38.10%)	42 (44.68%)	56 (63.64%)	68 (56.20%)
	<b>Total strongly agree and/or agree</b>	<b>47%</b>	<b>46.43%</b>	<b>59.57%</b>	<b>77.28%</b>	<b>76.86%</b>
	➤ Disagree	26 (31.3%)	31 (36.90%)	21 (22.34%)	9 (10.23%)	17 (14.05%)
	➤ Strongly disagree	5 (6%)	5 (5.95%)	9 (9.57%)	3 (3.41%)	6 (4.96%)
	➤ Do not wish to answer/ skipped Q	13 (15.7%)	9 (10.71%)	8 (8.51%)	8 (9.09%)	5 (4.13%)

<b>48</b>	<b>When changes are planned for my service, I am consulted about them first</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	➤ Strongly agree	2 (2.4%)	3 (3.57%)	6 (6.38%)	9 (10.23%)	17 (14.05%)
	➤ Agree	14 (16.9%)	19 (22.62%)	29 (30.85%)	41 (46.59%)	44 (36.36%)
	<b>Total strongly agree and/or agree</b>	<b>19.3%</b>	<b>26.19%</b>	<b>37.23%</b>	<b>56.82%</b>	<b>50.41%</b>
	➤ Disagree	44 (53%)	38 (45.24%)	31 (32.98%)	15 (17.05%)	37 (30.58%)
	➤ Strongly disagree	10 (12%)	16 (19.05%)	13 (13.83%)	10 (11.36%)	12 (9.92%)
	➤ Do not wish to answer/ skipped Q	13 (15.7%)	8 (9.52%)	15 (15.96%)	13 (14.77%)	11 (9.09%)



## Responses broken down by staff group/category

### What is your length of service?

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Up to 1 year	7 (11.86%)	0	3 (11.54%)	2 (25%)	3 (21.43%)
Between 1 – 3 yrs	14 (23.73%)	2 (14.29%)	2 (7.69%)	2 (25%)	3 (21.43%)
Between 3 – 5 yrs	11 (18.64%)	0	6 (23.08%)	2 (25%)	2 (14.29%)
Between 5 – 10 yrs	8 (13.56%)	4 (28.57%)	9 (34.62%)	0	0
Over 10 years	19 (32.20%)	8 (57.14%)	6 (23.08%)	2 (25%)	6 (42.86%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### Overall satisfaction and morale

#### I enjoy my work

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	21 (35.59%)	4 (28.57%)	9 (34.62%)	4 (50%)	7 (50%)
Agree	35 (59.32%)	7 (50%)	15 (57.69%)	4 (50%)	7 (50%)
Disagree	2 (3.39%)	1 (7.14%)	1 (3.85%)	0	0
Strongly Disagree	1 (1.69%)	2 (14.29%)	0	0	0
N/A Skipped Question	0	0	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

#### My job is fulfilling

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	17 (28.81%)	4 (28.57%)	4 (15.38%)	2 (25%)	8 (57.14%)
Agree	34 (57.63%)	6 (42.86%)	15 (57.69%)	6 (75%)	6 (42.86%)
Disagree	7 (11.86%)	2 (14.29%)	4 (15.38%)	0	0
Strongly Disagree	0	2 (14.29%)	1 (3.85%)	0	0
N/A Skipped Question	1 (1.69%)	0	2 (7.69%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

#### My knowledge and skills are fully utilised

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	16 (27.12%)	3 (21.43%)	5 (19.23%)	2 (25%)	6 (42.86%)
Agree	32 (54.24%)	9 (64.29%)	13 (50%)	4 (50%)	6 (42.86%)
Disagree	9 (15.25%)	1 (7.14%)	6 (23.08%)	1 (12.50%)	1 (7.14%)
Strongly Disagree	0	0	0	0	1 (7.14%)
N/A Skipped Question	2 (3.39%)	1 (7.14%)	2 (7.69%)	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### I feel my job is important

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	37 (62.71%)	5 (35.71%)	7 (26.92%)	6 (75%)	10 (71.43%)
Agree	22 (37.29%)	7 (50%)	15 (57.69%)	2 (25%)	4 (28.57%)
Disagree	0	2 (14.29%)	3 (11.54%)	0	0
Strongly Disagree	0	0	0	0	0
N/A Skipped Question	0	0	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### I feel valued at work

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	20 (33.90%)	4 (28.57%)	7 (26.92%)	2 (25%)	6 (35.71%)
Agree	30 (50.85%)	6 (42.86%)	13 (50%)	6 (75%)	6 (42.86%)
Disagree	6 (10.71%)	3 (21.43%)	2 (7.69%)	0	3 (21.43%)
Strongly Disagree	0	0	3 (11.54%)	0	0
N/A Skipped Question	3 (5.08%)	1 (7.14%)	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	19 (32.20%)	4 (28.57%)	1 (3.85%)	1 (12.50%)	5 (35.71%)
Agree	32 (54.24%)	7 (50%)	15 (57.69%)	5 (62.50%)	6 (42.86%)
Disagree	6 (10.17%)	1 (7.14%)	4 (15.38%)	1 (12.50%)	2 (14.29%)
Strongly Disagree	1 (1.69%)	1 (7.14%)	5 (19.23%)	0	1 (7.14%)
N/A Skipped Question	1 (1.69%)	1 (7.14%)	1 (3.85%)	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### Concern is shown for my health and safety at work

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	16 (27.12%)	4 (28.57%)	10 (38.46%)	1 (12.50%)	5 (35.71%)
Agree	35 (59.32%)	7 (50%)	10 (38.46%)	5 (62.50%)	8 (57.14%)
Disagree	5 (8.47%)	1 (7.14%)	1 (3.85%)	1 (12.50%)	1 (7.14%)
Strongly Disagree	2 (3.39%)	1 (7.14%)	3 (11.54%)	0	0
N/A Skipped Question	1 (1.69%)	1 (7.14%)	2 (7.69%)	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### This is a good council to work for

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	24 (40.68%)	4 (28.57%)	11 (42.31%)	1 (12.50%)	5 (35.71%)
Agree	30 (50.85%)	5 (35.71%)	11 (42.31%)	6 (75%)	9 (64.29%)
Disagree	1 (1.69%)	0	0	1 (12.50%)	0
Strongly Disagree	1 (1.69%)	3 (21.43%)	0	0	0
N/A Skipped Question	3 (5.08%)	2 (14.29%)	4 (15.38%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	31 (52.54%)	6 (42.86%)	10 (38.46%)	2 (25%)	5 (35.71%)
Agree	17 (28.81%)	2 (14.29%)	9 (34.62%)	4 (50%)	9 (64.29%)
Disagree	5 (8.47%)	1 (7.14%)	2 (7.69%)	2 (25%)	0
Strongly Disagree	2 (3.39%)	3 (21.43%)	4 (15.38%)	0	0
N/A Skipped Question	4 (6.78%)	2 (14.39%)	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (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	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	15 (25.42%)	1 (7.14%)	4 (15.38%)	2 (25%)	4 (28.57%)
Agree	40 (67.80%)	8 (57.14%)	17 (65.38%)	3 (37.50%)	8 (57.14%)
Disagree	3 (5.08%)	3 (21.43%)	3 (11.54%)	3 (37.50%)	1 (7.14%)
Strongly Disagree	1 (1.69%)	1 (7.14%)	2 (7.69%)	0	1 (7.14%)
N/A Skipped Question	0	1 (7.14%)	0	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	20 (33.90%)	2 (14.29%)	8 (30.77%)	4 (50%)	3 (21.43%)
Agree	35 (59.32%)	7 (50%)	14 (53.85%)	3 (37.50%)	10 (71.43%)
Disagree	4 (6.78%)	4 (28.57%)	0	1 (12.50%)	1 (7.14%)
Strongly Disagree	0	1 (7.14%)	2 (7.69%)	0	0
N/A Skipped Question	0	0	2 (7.69%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### In this Council there are good career pathways available

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	10 (16.95%)	1 (7.14%)	2 (7.69%)	1 (12.50%)	3 (21.43%)
Agree	35 (59.32%)	7 (50%)	15 (57.69%)	3 (37.50%)	8 (57.14%)
Disagree	10 (16.95%)	2 (14.29%)	4 (15.38%)	3 (37.50%)	2 (14.29%)
Strongly Disagree	3 (5.08%)	4 (28.57%)	1 (3.85%)	1 (12.50%)	0
N/A Skipped Question	1 (1.69%)	0	4 (15.38%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### I feel I can approach senior management if I want to

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	21 (35.59%)	2 (14.29%)	10 (38.46%)	2 (25%)	6 (42.86%)
Agree	33 (55.93%)	7 (50%)	12 (46.15%)	5 (62.50%)	6 (42.86%)
Disagree	3 (5.08%)	2 (14.29%)	0	0	1 (7.14%)
Strongly Disagree	1 (1.69%)	3 (21.43%)	3 (11.54%)	1 (12.50%)	1 (7.14%)
N/A Skipped Question	1 (1.69%)	0	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### The Council understands what's going on in our service

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	11 (18.64%)	1 (7.14%)	4 (15.38%)	1 (12.50%)	3 (21.43%)
Agree	35 (59.32%)	7 (50%)	17 (65.38%)	3 (37.50%)	5 (35.71%)
Disagree	9 (15.25%)	2 (14.29%)	1 (3.85%)	4 (50%)	5 (35.71%)
Strongly Disagree	1 (1.69%)	1 (7.14%)	2 (7.69%)	0	0
N/A Skipped Question	3 (5.08%)	3 (21.43%)	2 (7.69%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	17 (28.81%)	2 (14.29%)	9 (34.62%)	1 (12.50%)	3 (21.43%)
Agree	31 (52.54%)	7 (50%)	12 (46.15%)	6 (75%)	9 (64.29%)
Disagree	6 (10.17%)	2 (14.29%)	1 (3.85%)	1 (12.50%)	1 (7.14%)
Strongly Disagree	2 (3.39%)	3 (21.43%)	1 (3.85%)	0	0
N/A Skipped Question	3 (5.08%)	0	3 (11.54%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## I feel that the Head of CYPS is accessible

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	24 (40.68%)	2 (14.29%)	7 (26.92%)	1 (12.50%)	3 (21.43%)
Agree	24 (40.68%)	5 (35.71%)	12 (46.15%)	5 (62.50%)	9 (64.29%)
Disagree	8 (13.56%)	3 (21.43%)	1 (3.85%)	2 (25.00%)	1 (7.14%)
Strongly Disagree	0	3 (21.43%)	1 (3.85%)	0	0
N/A Skipped Question	3 (5.08%)	1 (7.14%)	5 (19.23%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## My Team

### I am trusted to do my job

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	32 (54.24%)	6 (42.86%)	10 (38.46%)	6 (75%)	7 (50%)
Agree	24 (40.68%)	8 (57.14%)	15 (57.69%)	2 (25%)	7 (50%)
Disagree	0	0	0	0	0
Strongly Disagree	0	0	0	0	0
N/A Skipped Question	3 (5.08%)	0	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### Team Meetings are held regularly

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	24 (40.68%)	4 (28.57%)	5 (19.23%)	7 (87.50%)	6 (42.86%)
Agree	33 (55.93%)	9 (64.29%)	11 (42.31%)	1 (12.50%)	7 (50%)
Disagree	1 (1.69%)	1 (7.14%)	4 (15.38%)	0	1 (7.14%)
Strongly Disagree	0	0	3 (11.54%)	0	0
N/A Skipped Question	1 (1.69%)	0	3 (11.54%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### Team Meetings are useful and productive

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	19 (32.20%)	2 (14.29%)	4 (15.38%)	4 (50%)	4 (28.57%)
Agree	32 (54.24%)	7 (50%)	14 (53.85%)	4 (50%)	7 (50%)
Disagree	6 (10.17%)	3 (21.43%)	1 (3.85%)	0	3 (21.43%)
Strongly Disagree	0	2 (14.29%)	4 (15.38%)	0	0
N/A Skipped Question	2 (3.39%)	0	3 (11.54%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### On the whole, my team works well together

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	27 (45.76%)	6 (42.86%)	6 (23.08%)	3 (37.50%)	6 (42.86%)
Agree	25 (42.37%)	5 (35.71%)	16 (61.54%)	4 (50%)	6 (42.86%)
Disagree	3 (5.08%)	0	0	1 (12.50%)	1 (7.14%)
Strongly Disagree	2 (3.39%)	1 (7.14%)	1 (3.85%)	0	0
N/A Skipped Question	2 (3.39%)	2 (14.29%)	3 (11.54%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### My colleagues are committed to doing quality work

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	34 (57.63%)	7 (50%)	9 (34.62%)	5 (62.50%)	8 (57.14%)
Agree	21 (35.59%)	3 (21.43%)	9 (34.62%)	3 (37.50%)	6 (42.86%)
Disagree	1 (1.69%)	1 (7.14%)	2 (7.69%)	0	0
Strongly Disagree	1 (1.69%)	2 (14.29%)	3 (11.54%)	0	0
N/A Skipped Question	2 (3.39%)	1 (7.14%)	3 (11.54%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	19 (32.20%)	5 (35.71%)	8 (30.77%)	2 (25%)	5 (35.71%)
Agree	24 (40.68%)	5 (35.71%)	11 (42.31%)	5 (62.50%)	5 (35.71%)
Disagree	9 (15.25%)	3 (21.43%)	2 (7.69%)	1 (12.50%)	3 (21.43%)
Strongly Disagree	3 (5.08%)	1 (7.14%)	3 (11.54%)	0	1 (7.14%)
N/A Skipped Question	4 (6.78%)	0	2 (7.69%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### My manager always treats me with respect

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	37 (62.71%)	7 (50%)	12 (46.15%)	6 (75%)	7 (50%)
Agree	19 (32.20%)	7 (50%)	10 (38.46%)	2 (25%)	7 (50%)
Disagree	1 (1.69%)	0	0	0	0
Strongly Disagree	1 (1.69%)	0	1 (3.85%)	0	0
N/A Skipped Question	1 (1.69%)	0	3 (11.54%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	37 (62.71%)	7 (50%)	11 (42.31%)	6 (75%)	6 (42.86%)
Agree	17 (28.81%)	7 (50%)	10 (38.46%)	1 (12.50%)	7 (50%)
Disagree	2 (3.39%)	0	0	0	0
Strongly Disagree	1 (1.69%)	0	3 (11.54%)	0	0
N/A Skipped Question	2 (3.39%)	0	2 (7.69%)	1 (12.50%)	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## I can ask for advice and support from my manager

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	40 (67.80%)	7 (50%)	11 (42.31%)	7 (87.50%)	6 (42.86%)
Agree	15 (25.42%)	7 (50%)	10 (38.46%)	1 (12.50%)	8 (57.14%)
Disagree	1 (1.69%)	0	0	0	0
Strongly Disagree	1 (1.69%)	0	3 (11.54%)	0	0
N/A Skipped Question	2 (3.39%)	0	2 (7.69%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## Training and Development

### There is someone at work who encourages my development

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	25 (42.37%)	4 (28.57%)	10 (38.46%)	1 (12.50%)	6 (42.86%)
Agree	26 (44.07%)	6 (42.86%)	10 (38.46%)	5 (62.50%)	7 (50%)
Disagree	7 (11.86%)	3 (21.43%)	2 (7.69%)	0	1 (7.14%)
Strongly Disagree	0	1 (7.14%)	3 (11.54%)	0	0
N/A Skipped Question	1 (1.69%)	0	1 (3.85%)	2 (25%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	28 (47.46%)	1 (7.14%)	7 (26.92%)	2 (25%)	1 (12.50%)
Agree	26 (44.07%)	9 (64.29%)	13 (50%)	5 (62.50%)	1 (12.50%)
Disagree	4 (6.78%)	3 (21.43%)	1 (3.85%)	1 (12.50%)	4 (50%)
Strongly Disagree	1 (1.69%)	1 (7.14%)	1 (3.85%)	0	1 (12.50%)
N/A Skipped Question	0	0	4 (15.38%)	0	1 (12.50%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## I receive regular appraisals

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	15 (25.42%)	2 (14.29%)	8 (30.77%)	1 (12.50%)	4 (28.57%)
Agree	19 (32.20%)	5 (35.71%)	9 (34.62%)	1 (12.50%)	8 (57.14%)
Disagree	11 (18.64%)	3 (21.43%)	3 (11.54%)	4 (50%)	1 (7.14%)
Strongly Disagree	6 (10.17%)	3 (21.43%)	3 (11.54%)	1 (12.50%)	0
N/A Skipped Question	8 (13.56%)	1 (7.14%)	3 (11.54%)	1 (12.50%)	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## My appraisals help me in planning for the future

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	9 (15.25%)	1 (7.14%)	6 (23.08%)	2 (25%)	4 (28.57%)
Agree	20 (33.90%)	6 (42.86%)	10 (38.46%)	1 (12.50%)	6 (42.86%)
Disagree	10 (16.95%)	3 (21.43%)	4 (15.38%)	2 (25%)	3 (21.43%)
Strongly Disagree	2 (3.39%)	3 (21.43%)	3 (11.54%)	1 (12.50%)	0
N/A Skipped Question	18 (30.51%)	1 (7.14%)	3 (11.54%)	2 (25%)	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## Pay, benefits and recognition

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	5 (8.47%)	1 (7.14%)	1 (3.85%)	1 (12.50%)	1 (7.14%)
Agree	30 (50.85%)	3 (21.43%)	13 (50%)	4 (50%)	5 (35.71%)
Disagree	18 (30.51%)	3 (21.43%)	9 (34.62%)	3 (37.50%)	4 (28.57%)
Strongly Disagree	5 (8.47%)	7 (50%)	2 (7.69%)	0	2 (14.29%)
N/A Skipped Question	1 (1.69%)		1 (3.85%)	0	2 (14.29%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	5 (8.47%)	0	2 (7.69%)	0	2 (14.29%)
Agree	24 (40.68%)	4 (28.57%)	16 (61.54%)	4 (50%)	6 (42.86%)
Disagree	18 (30.51%)	3 (21.43%)	3 (11.54%)	4 (50%)	2 (14.29%)
Strongly Disagree	4 (6.78%)	5 (35.71%)	0	0	0
N/A Skipped Question	8 (13.56%)	2 (14.29%)	5 (19.23%)	0	4 (28.57%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)



### I feel that I am encouraged to show initiative

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	17 (28.81%)	3 (21.43%)	8 (30.77%)	3 (37.50%)	4 (28.57%)
Agree	33 (55.93%)	9 (64.29%)	13 (50%)	4 (50%)	9 (64.29%)
Disagree	8 (13.56%)	0	1 (3.85%)	1 (12.50%)	0
Strongly Disagree	0	1 (7.14%)	0	0	0
N/A Skipped Question	1 (1.69%)	1 (7.14%)	4 (15.38%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### I receive recognition for work well done

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	18 (30.51%)	3 (21.43%)	7 (26.92%)	2 (25%)	3 (21.43%)
Agree	33 (55.93%)	5 (35.71%)	12 (46.15%)	6 (75%)	7 (50%)
Disagree	5 (8.47%)	2 (14.29%)	2 (7.69%)	0	3 (21.43%)
Strongly Disagree	2 (3.39%)	2 (14.29%)	3 (11.54%)	0	0
N/A Skipped Question	1 (1.69%)	2 (14.29%)	2 (7.69%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## Work environment and support

### I am satisfied with my current working environment

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	20 (33.90%)	3 (21.43%)	6 (23.08%)	1 (12.50%)	2 (14.29%)
Agree	30 (50.85%)	9 (64.29%)	14 (53.85%)	5 (62.50%)	9 (64.29%)
Disagree	8 (13.56%)	1 (7.14%)	2 (7.69%)	2 (25%)	2 (14.29%)
Strongly Disagree	1 (1.69%)	1 (7.14%)	4 (15.38%)	0	1 (7.14%)
N/A Skipped Question	0	0	0	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### I have the tools equipment and information to do my job

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	18 (30.51%)	3 (21.43%)	7 (26.92%)	2 (25%)	4 (28.57%)
Agree	30 (50.85%)	7 (50%)	18 (69.23%)	3 (37.50%)	7 (50%)
Disagree	7 (11.86%)	1 (7.14%)	0	2 (25%)	3 (21.43%)
Strongly Disagree	3 (5.08%)	1 (7.14%)	0	1 (12.50%)	0
N/A Skipped Question	1 (1.69%)	2 (14.29%)	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## +My workload is manageable

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	13 (22.03%)	2 (14.29%)	6 (23.08%)	1 (12.50%)	2 (14.29%)
Agree	38 (64.41%)	12 (85.71%)	17 (65.38%)	6 (75%)	8 (57.14%)
Disagree	7 (11.86%)	0	0	1 (12.50%)	4 (28.57%)
Strongly Disagree	1 (1.69%)	0	3 (11.54%)	0	0
N/A Skipped Question	0	0	0	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## I spend too much time doing paperwork

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	28 (47.46%)	2 (14.29%)	0	2 (25%)	4 (28.57%)
Agree	23 (39.98%)	8 (57.14%)	7 (26.92%)	5 (62.50%)	6 (42.86%)
Disagree	8 (13.56%)	4 (28.57%)	12 (46.15%)	1 (12.50%)	4 (28.57%)
Strongly Disagree	0	0	0	0	0
N/A Skipped Question	0	0	7 (26.92%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	23 (39.98%)	3 (21.43%)	2 (7.69%)	3 (37.50%)	4 (28.57%)
Agree	27 (45.76%)	10 (71.43%)	13 (50%)	4 (50%)	9 (64.29%)
Disagree	5 (8.47%)	1 (7.14%)	1 (3.85%)	0	0
Strongly Disagree	0	0	1 (3.85%)	1 (12.50%)	0
N/A Skipped Question	4 (6.78%)	0	9 (34.62%)	0	1 (7.14%)
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## Communications in the Service

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	15 (25.42%)	2 (14.29%)	7 (26.92%)	1 (12.50%)	4 (28.57%)
Agree	38 (64.41%)	8 (57.14%)	15 (57.69%)	3 (37.50%)	8 (57.14%)
Disagree	3 (5.08%)	4 (28.57%)	1 (3.85%)	3 (37.50%)	2 (14.29%)
Strongly Disagree	1 (1.69%)	0	2 (7.69%)	0	0
N/A Skipped Question	2 (3.39%)	0	1 (3.85%)	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## I am kept informed about how well CYPs is performing

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	13 (22.03%)	1 (7.14%)	6 (23.08%)	1 (12.50%)	3 (21.43%)
Agree	38 (64.41%)	9 (64.29%)	17 (65.38%)	4 (50%)	8 (57.14%)
Disagree	2 (3.39%)	4 (28.57%)	1 (3.85%)	2 (25%)	3 (21.43%)
Strongly Disagree	1 (1.69%)	0	0		0
N/A Skipped Question	5 (8.47%)	0	0	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (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	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	13 (22.03%)	2 (15.38%)	6 (23.08%)	1 (12.50%)	4 (28.57%)
Agree	39 (66.10%)	10 (75.92%)	14 (53.85%)	3 (37.50%)	9 (64.29%)
Disagree	7 (11.86%)	1 (7.69%)	1 (3.85%)	3 (37.50%)	1 (7.14%)
Strongly Disagree	0	0	2 (7.69%)	0	0
N/A Skipped Question	0	0	3 (11.54%)	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## I know what is expected of me in my role

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	25 (42.37%)	2 (14.29%)	6 (23.08%)	2 (25%)	3 (21.43%)
Agree	31 (52.54%)	10 (71.43%)	16 (61.54%)	5 (62.50%)	11 (78.57%)
Disagree	2 (3.39%)	2 (14.29%)	0	1 (12.50%)	0
Strongly Disagree	0	0	3 (11.54%)	0	0
N/A Skipped Question	1 (1.69%)	0	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

## My views are asked for

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	15 (25.42%)	2 (14.29%)	3 (11.54%)	1 (12.50%)	3 (21.43%)
Agree	35 (59.32%)	7 (50%)	17 (65.38%)	6 (75%)	9 (64.29%)
Disagree	5 (8.47%)	3 (21.43%)	2 (7.69%)	1 (12.50%)	2 (14.29%)
Strongly Disagree	2 (3.39%)	1 (7.14%)	3 (11.54%)	0	0
N/A Skipped Question	2 (3.39%)	1 (7.14%)	1 (3.85%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

### My views are listened to

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	16 (27.12%)	2 (14.29%)	3 (11.54%)	1 (12.50%)	3 (21.43%)
Agree	33 (59.93%)	7 (50%)	16 (61.54%)	5 (62.50%)	7 (50%)
Disagree	8 (13.56%)	2 (14.29%)	2 (7.69%)	1 (12.50%)	4 (28.57%)
Strongly Disagree	0	1 (7.14%)	4 (15.38%)	0	0
N/A Skipped Question	2 (3.39%)	2 (14.29%)	1 (3.85%)	1 (12.50%)	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)

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

	Social worker NPTCBC	PSW NPTCBC	Business Support	TAF	Other
Strongly Agree	10 (16.95%)	2 (14.29%)	2 (7.69%)	0	3 (21.43%)
Agree	21 (35.59%)	4 (28.57%)	11 (42.31%)	3 (37.50%)	5 (35.71%)
Disagree	20 (33.90%)	1 (7.14%)	7 (26.92%)	4 (50%)	5 (35.71%)
Strongly Disagree	2 (3.39%)	5 (35.71%)	3 (11.54%)	1 (12.50%)	1 (7.14%)
N/A Skipped Question	6 (10.17%)	2 (14.29%)	3 (11.54%)	0	0
	59 (100%)	14 (100%)	26 (100%)	8 (100%)	14 (100%)