

Name of Committee:	Cabinet
Date of Meeting:	18/02/2019
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Staff Engagement Update
Purpose of Report:	To provide Cabinet with an overview of the staff engagement activity undertaken during 2018, including the results of the Council's annual Staff Survey.
Report Owner:	Report of the Leader
Responsible Officer:	Tom Bowring, Operational Manager - Policy & Performance
Elected Member and Officer Consultation:	Corporate Management Team
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • This report provides Cabinet with an overview of the staff engagement activity that has been undertaken by a series of work streams over the past year. • The report also provides a summary of the 2018 Staff Survey (a report setting out the results of this is appended). • An update is also provided on the "Big Conversation 2" which is taking place in February and March 2019 as a means of meeting with all staff in order to provide an update on key Council issues and to provide an opportunity for all colleagues to become involved in engagement and innovation activities. • Finally, the report outlines the way in which engagement and innovation activity will be progressed in 2019 and future years. 	

1. Recommendations

- 1.1 That Cabinet notes the contents of this report.
- 1.2 That Cabinet refers this report to Scrutiny Committee (Corporate Performance & Resources) for its consideration, with any views being referred to Cabinet for consideration.
- 1.3 That, subject to consideration by Scrutiny Committee (Corporate Performance & Resources), Cabinet endorses the approach to progressing staff engagement activity throughout 2019 and receives further updates in due course.
- 1.4

2. Reasons for Recommendations

- 2.1 To provide Cabinet with an update on staff engagement activity, including the results of the Council's annual staff survey.
- 2.2 To incorporate the views of this Committee in progressing the Council's staff engagement agenda.
- 2.3 To enable the Council to progress the staff engagement activity throughout 2019 in support of Reshaping Services and the Council's Corporate Plan.
- 2.4

3. Background

- 3.1 In 2015, the Council launched an unprecedented process of staff engagement via a process called the 'Big Conversation'. A series of briefing sessions were held to which all staff were invited to hear from senior managers the pressures facing the Council, introducing the transformational change programme Reshaping Services as a means of addressing these challenges and inviting staff to become part of a process of reshaping the employment relationship between staff and the Council.
- 3.2 This work culminated in the launch of the Staff Charter in 2016. Built around a the Council's values, the aim of the Charter is to provide clarity about the expectations of our employees in a reshaped world (in terms of flexibility, performance and contribution) but also to be clear about those things that employees can (and should) expect from their managers in terms of trust, support, clarity of expectation and respect.
- 3.3 This report sets out how the commitments contained in the Staff Charter have been progressed during the year, provides an overview of the actions that have been delivered, the results of the staff survey 2018 and details of proposals for progressing this agenda further in 2019.

4. Key Issues for Consideration

Staff Charter Progress

- 4.1** The Charter contains a series of commitments that are progressed via an action plan which is overseen by a joint Corporate Management Team and Staff Engagement Group on a quarterly basis. The commitments are delivered by the Council and a series of 'Charter Champion' colleagues who work on the following groups:
- Recognition and Reward
 - Internal Communications
 - Developing My Skills
 - Innovation and Creativity
 - Inclusivity (which is new for 2018)
- 4.2** A significant amount has been achieved through this work during the 2018 year.

Recognition and Reward

- 4.3** The recognition and reward work stream considers ways in which the contribution of the Council's staff can be recognised, rewarded and celebrated. In 2018, the 'Going the Extra Mile' (or GEM) scheme continued to regularly provide staff with an opportunity to nominate their colleagues to receive recognition for the work they have done that goes above and beyond the day job. These articles regularly appear on Staffnet and in newsletters cascaded to staff by managers and have recognised the work of a range of staff throughout the year.
- 4.4** In June 2018, the Council's first annual Employee Awards event was held. Staff were able to nominate themselves, others and their teams for awards in six categories including employee of the year, work life achievement, team of the year and customer service award. The event was held at Jenner Park Stadium and the cost of the event was covered entirely through sponsorship and ticket sales. The nomination process is currently underway for the 2019 awards event. Again, sponsorship has been secured to deliver the event at no cost to the Council and additional awards categories have been introduced.

Internal Communications

- 4.5** Further improving internal communications was a key area of focus for 2018, with the work stream continuing to identify new and innovative ways to share information across the organisation.
- 4.6** The development of the 'Newsnet' feature on Staffnet has continued to embrace new ways of engaging with staff. A regular 'ask the Managing Director' feature has enabled staff to ask questions about topics of interest and the internal communications team have used a combination of video, photo and written articles to convey a range of messages relating to the work of the Council, its staff and the Vale of Glamorgan as an area. Council staff can now also register their personal email address to receive regular updates at home.

Developing My Skills

- 4.7** In previous years, work in this area has resulted in the staff appraisal scheme being completely refreshed as the #itsaboutme scheme. During 2018, preparations have commenced to put in place digital arrangements for 2019 whereby the iDev training portal will be used to capture appraisal details and suggesting training and learning opportunities as required.
- 4.8** Work has continued, too, to roll-out the use of iDev as a digital training tool, with essential, required training undertaken using this software for topics such as Corporate Safeguarding.
- 4.9** The Council's Leadership Café has continued to operate monthly, providing all colleagues with an opportunity to take part in self-organised learning on a range of leadership and management.

Innovation and Creativity

- 4.10** The group working on innovation and creativity have continued to look at innovative practice both within and outside the Council. Proposals for creating opportunities for local innovation and entrepreneurship have informed the Big Conversation and engagement process for 2019 onwards as described below.
- 4.11** One of the areas of focus for this group has been how to use technology to give access to information for staff. Investigations have taken place into a staff 'app' to communicate information as well as give access to employee information (such as payslips). Whilst an app will not be progressed, the use of digital technology to convey this information to colleagues will be as part of the Digital Programme.

Inclusivity

- 4.12** The inclusivity work stream was introduced in 2018 to complement the other work being undertaken to progress the Charter commitments, as well as the Council's equalities commitments.
- 4.13** During the year, work progressed in relation to GLAM - the Council's network for lesbian, gay, bisexual and transgender (LGBT) staff and allies. The Council's ranking in the Stonewall Workplace Equality Index improved in 2018, rising from 293 to 215 of the 445 organisations taking part. An action plan has been developed to progress a series of objectives around enhancing workplace impact, increasing visibility and awareness of LGBT issues and providing support to colleagues. Work will commence in 2019 on the wider diversity agenda.

2018 Staff Survey

- 4.14** The Council measures the engagement of its staff through the staff survey which has been running for three years. Structured around the Council's four values (open, together, ambitious and proud) the survey seeks to identify the overall engagement rate of the organisation by asking staff to indicate their level of positivity regarding a series of statements.

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- 4.15** In 2018, the approach to the survey was refreshed and as such, a direct comparison with the previous years' surveys is not possible (due to the rewording of the survey's statements). Three main changes were made to the way in which the survey was structured. For the first time, in addition to staff indicating how they felt on a council-wide basis, a series of questions were introduced that focused on the role of line managers' actions in engagement. The 2018 survey also introduced for the first time four questions drawn from the Engagement Index which is used throughout private and public sectors to identify overall engagement levels and enable benchmarking. These actions are intended to enhance the way in which the survey results can be used to develop service-area action plans in addition to the council-wide engagement action plan. The 2018 survey also gave respondents an opportunity to indicate 'neither agree nor disagree' with the statements in the survey (rather than indicating a relative positive or negative opinion).
- 4.16** The Staff Survey 2018 report can be found at Appendix A to this report. The report sets out the methodology, response rates, results for each statement (structured by the Council's values) and engagement index scores. Appendices provide a breakdown of the response rate (by hard/soft copy and directorate) as well as breakdowns of the results by directorate.
- 4.17** The overall response rate to the 2018 survey was 57% (which is unchanged from 2017) and the overall 'positivity' rating (an average of positive responses across all statements in the survey) was 69% (again, unchanged on the previous year). The response rate was 68% for electronic returns and 22% for hard copy surveys. The response rate varied, too, across the four directorates:

Managing Director & Resources	73%
Environment & Housing	50%
Learning & Skills	55%
Social Services	49%

- 4.18** The overall positivity ratings for the four value-based sections of the survey are as follows:

Ambitious	68%
Open	72%
Together	74%
Proud	63%

- 4.19** The Staff Survey 2018 Report also asked respondents four questions drawn from the Engagement Index, with responses as follows:

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Proud to work for the council	74%
Not actively looking for another job with another organisation	69%
Would recommend the council as a good place to work	70%
Very satisfied with the council as a place to work	70%
Overall	71%

- 4.20** The Engagement Index enables benchmarking with other organisations. Details of this can be found in the Staff Survey Report, which also provides information regarding the Civil Service 2018 survey (62% engagement index score), NHS Wales 2018 survey (75% engagement index score) and Welsh Government 2018 (62% engagement score). Identifying areas of good practice within the public sector will continue to be a focus for the Council's engagement activity. This will be complemented by considering the engagement work of local, private sector, employers.
- 4.21** The results of the Staff Survey will be communicated to staff through the Big Conversation 2 (described for Members below) and via the Council's internal communications channels. Detailed survey results will be made available to all Heads of Service who will be responsible for developing local action plans to address any specific areas in addition to the continuing work on a council-wide basis.

The Big Conversation 2

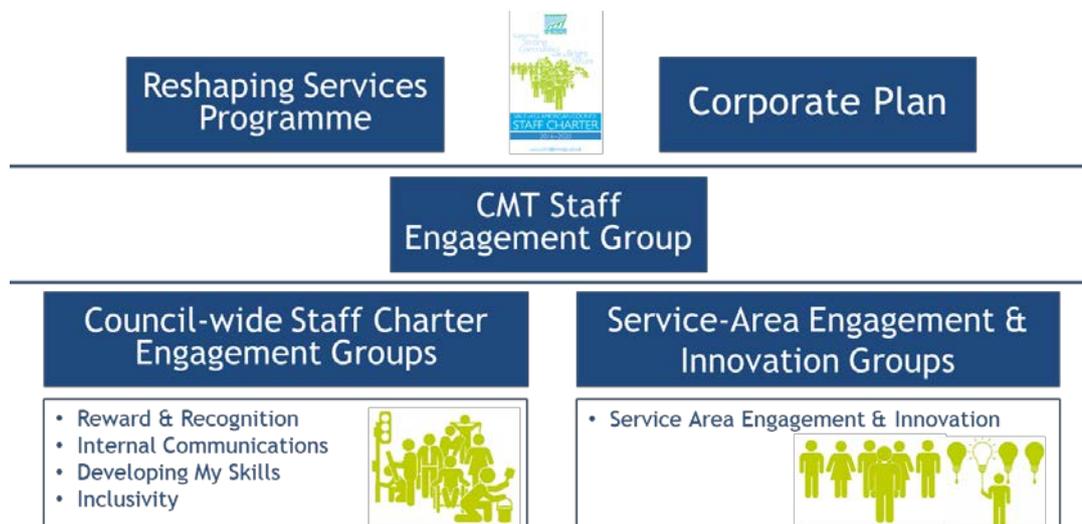
- 4.22** As described above, in 2015 the Council launched a series of briefing sessions for all staff which began the staff engagement activity that has been underway ever since. In 2018, in developing proposals for the next phase of Reshaping Services, Corporate Management Team reflected on the actions taken which have helped support the Reshaping Services agenda. It was agreed to hold the 'Big Conversation 2' in order to provide an opportunity to once again meet with all staff to discuss the challenges facing the organisation and to seek input into the ways these challenges could be met in the future.
- 4.23** Sessions are being held throughout February and March to engage with all staff. Facilitated by senior managers, the Big Conversation 2 will once again update staff on issues such as demand challenges, the Council's budget and Reshaping Services. A summary of the Staff Survey 2018 results will be presented as well as giving an opportunity to update all colleagues on the outputs and impacts resulting from the staff engagement work undertaken since 2015. A Welsh language session is to be included in the programme for those wishing to participate in the sessions through the medium of Welsh. Trade union representatives have, once again, an open invitation to attend any of the

sessions. Specific sessions are to be delivered for some front-line services in order to ensure these colleagues are able to participate and to minimise any impact on service delivery.

- 4.24** Additionally, the Big Conversation 2 will provide a forum for staff to provide their ideas on the major priorities the Council should be focusing on in the coming years. The output from which will help inform the development of the new Corporate Plan for 2020-2025. Colleagues will also discuss in groups where they see positive differences since the first Big Conversation and be able to provide ideas for reshaping activity within their service areas. The output from this will be provided to Heads of Service to consider as part of developing the Reshaping Services programme for future years.
- 4.25** One of the main successes of the Big Conversation 1 was in inviting colleagues to become involved in the work streams described previously in this report. These council-wide working groups have delivered significant amounts since their inception. Again, all staff will be invited to express an interest in becoming involved in this way as 'Charter Champions'. Additionally, the Big Conversation 2 will invite staff to express an interest in becoming involved in a service area engagement and innovation group. These groups will support the Head of Service to consider the local response to the service area's staff survey results and evaluate and progress ideas for reshaping in that area.

Staff Engagement 2019 Onwards

- 4.26** The following illustrates the proposed approach to staff engagement for 2019 onwards.



- 4.27** It is proposed that the council-wide engagement working groups will continue to develop action plans to progress the Staff Charter commitments across the organisation in the coming years. As described above, all staff will be invited to express an interest in becoming involved in these working groups as part of the Big Conversation 2. The working groups will consider the overall results of the

Staff Survey 2018 in order to develop council-wide actions to respond to these and continue to deliver within the themes of inclusivity, internal communications, developing my skills and recognition/reward.

- 4.28** Heads of Service will also be responsible for developing service area engagement and innovation working groups to progress the local responses to the staff survey and ideas for reshaping.
- 4.29** The above approach is intended to continue to ensure the engagement and reshaping agendas are complementary and involve as many people as possible in doing so. Representatives from the various groups will continue to meet quarterly with the Corporate Management Team to provide updates on the actions being delivered, ensure consistency and to enable knowledge to be shared.
- 4.30** It is recommended that Cabinet endorse the approach detailed above and refer this report to Scrutiny Committee (Corporate Performance & Resources) for consideration and feedback in order to inform the process.

5. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 5.1** The Corporate Plan (2016-2020) sets out the Well-being Objectives that the Council will seek to meet and is supported by a series of integrated planning activities that are required to provide the right environment to support the achievement of our well-being objectives which contribute to the national Well-being Goals. These integrated planning activities include work to progress the Reshaping Services programme and aligning the workforce strategy with Reshaping Services strategy. The staff engagement agenda is an important element of these actions as well as enhancing the Council's ability to meet the Well-being objectives themselves.
- 5.2** Staff engagement is by its nature collaborative and the update and proposals for future years demonstrate the Council's approach to giving staff an opportunity to become involved and shape the organisation. The Big Conversation 2 and staff working groups bring together staff from across the organisation in order for them to share ideas and experience and involve them in the process of developing the Council. The Council's approach to staff engagement is intended to consider the longer term requirements for providing priority services. Investing in training and development opportunities can help prevent issues relating to succession planning from arising, for example. The Big Conversation (and resulting plans for reshaping and staff engagement) will enable the Council to continue to take an integrated approach to the way we design and deliver services, considering the needs of our customers and the impact/opportunities offered by working with partners.

6. Resources and Legal Considerations

Financial

- 6.1** There are no direct financial implications associated with this report. The Staff Charter commitments are progressed by working groups within existing resources. The cost of the staff awards evening is entirely covered by external sponsorship and tickets. Where any investment is required, business cases are presented to Corporate Management Team for consideration.

Employment

- 6.2** There are no direct employment implications associated with this report. However, the need to continue to maintain high levels of engagement, contribution and attendance will be important as the Council responds to ongoing financial pressures and seeks to implement the Reshaping Services Programme.

Legal (Including Equalities)

- 6.3** There are no direct legal implications associated with this report. The equalities agenda is a contributing part of staff engagement. Providing opportunities for all staff to become involved in progressing the engagement agenda is an important consideration in the development of the Staff Charter working groups, underpins the ethos of the Big Conversation 2 and is an intrinsic part of the inclusivity work stream.

7. Background Papers

Staff Charter - Update from Employee Survey, Report to Cabinet, 19 March 2018

https://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2018/18-03-19/Reports/Staff-Charter-Update-from-Employee-Survey-Cabinet-Report.pdf

Staff Survey 2018

Results Report

Introduction

2018 saw a new approach to the Staff Survey. It was agreed by the joint CMT Staff Engagement group that more detailed questions were required in order to build on the work that had taken place in the two years since the Staff Charter was introduced. As well as introducing more detailed questions, for the first time, questions were included which would allow us to compare ourselves to other public sector organisations when looking at staff engagement.

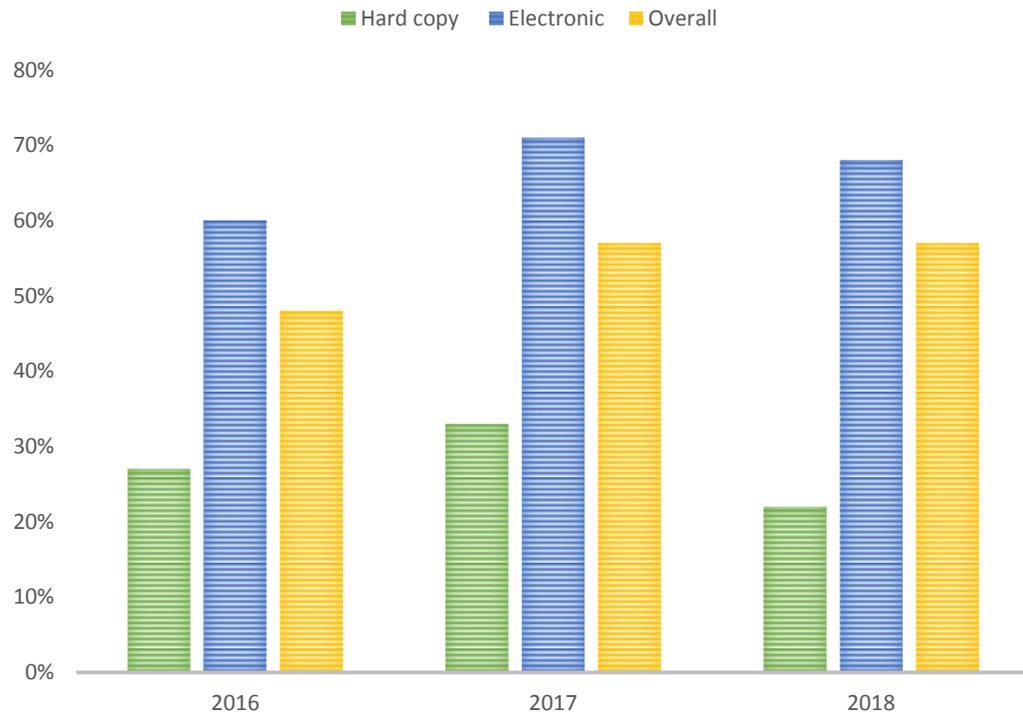
Methodology

The survey ran for 6 weeks from 01 October until 09 November 2018. All staff were sent either an email or a letter from the Managing Director inviting them to take part in the survey. Letters were sent to staff who do not have access to complete the survey online, a copy of the survey and a freepost envelope were included in the letter to encourage staff to return it. Ballot boxes were also placed at office locations, such as the Alps and Court Road Depot, to encourage frontline staff to anonymously provide their feedback. A reminder email was sent to all staff to encourage them to complete the survey with two weeks to go. In addition to the direct mail, September's edition of Newsnet was dedicated to the Staff Survey, providing details of the work that had been done to improve on areas such as internal communications and management development, which previous surveys' results had shown needed improving. Throughout the survey period, reports on the return rate (including a breakdown of returns in each service area) were considered by CMT. Managers were asked to encourage all staff in their area to complete the survey. There was also a weekly countdown featured on the homepage of Staffnet as a reminder to take part.

Overall results

There were 1,348 responses to the survey which is a 57% response rate from all staff.

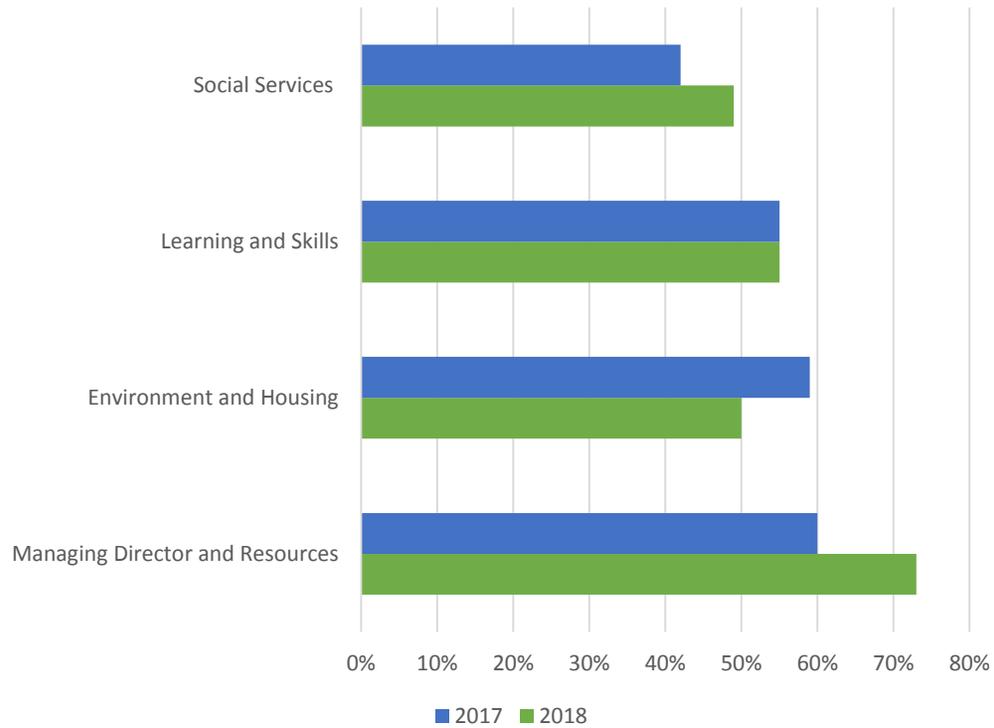
STAFF SURVEY RETURNS



- The overall response rate, 57%, has remained the same in 2018 as in 2017.
- In 2017, 1,564 staff were invited to complete the survey electronically and 898 were sent a hard copy.
- In 2018, the number of staff invited to complete the survey electronically was 1,342 and 1,041 were sent a hard copy.
- The chart shows a decrease in electronic returns, from 73% to 68%, and a decrease in hard copy returns, down from 33% to 22%.
- Hard copy returns in 2018 are at their lowest point since the survey began in 2016.
- The methodology for collecting responses has remained the same, however the survey was longer in 2018.

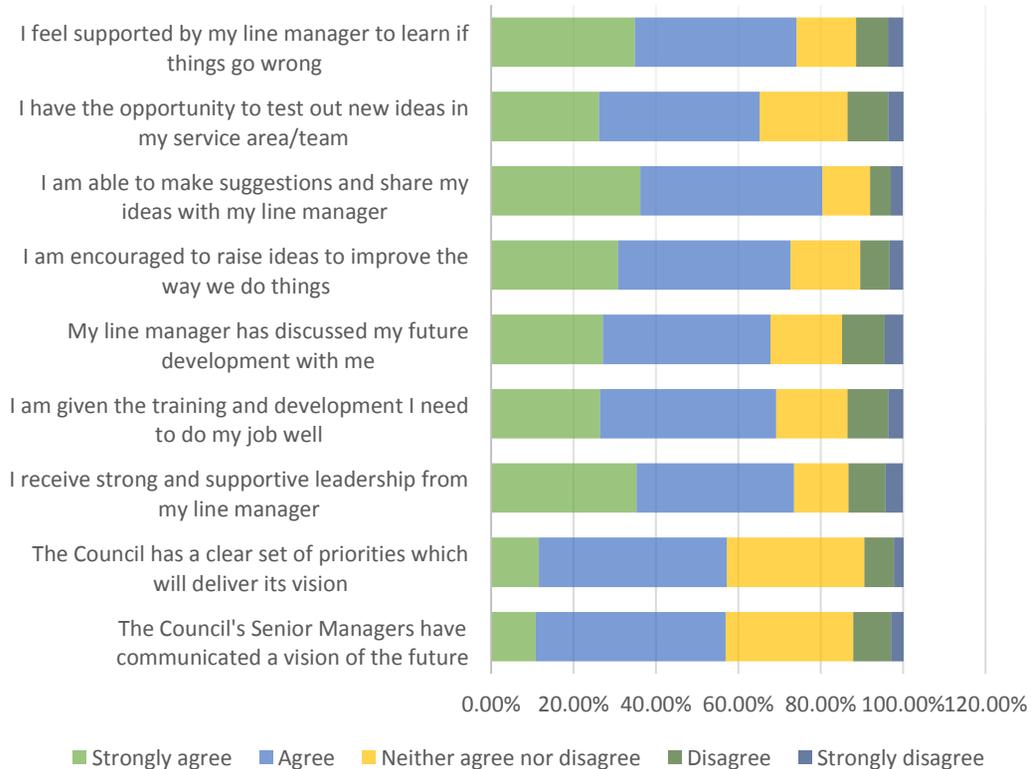
The chart below shows the breakdown for each directorate and the service area breakdown is attached at [Appendix A](#).

Returns by Directorate



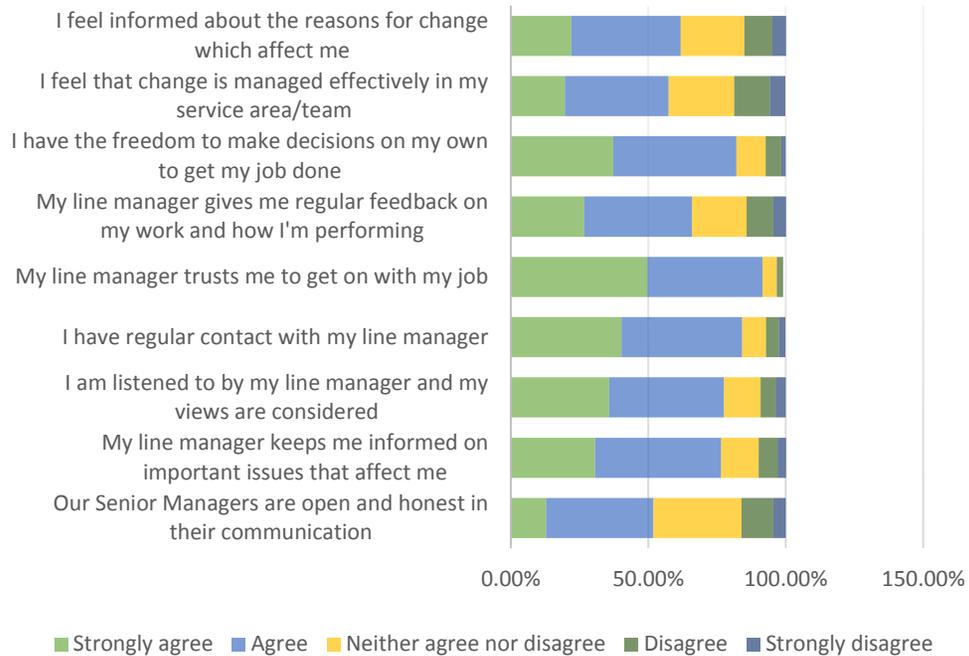
- Managing Director and Resources highest directorate response rate at 73%. This has increased from 60% in 2017.
- Social Services lowest of the four Directorates at 49%, however their response rate has increased from 42% in 2017.
- Environment and Housing 50%, the second lowest response rate and has decreased from 59% in 2017.
- Learning and Skills 55%, second highest response rate and no change from 2017.
- It is worth noting that Social Services and Environment and Housing have the highest number of staff who receive hard copy forms which is likely to contribute to the lower response rate.

AMBITIOUS - FORWARD THINKING, EMBRACING NEW WAYS OF WORKING AND INVESTING IN OUR FUTURE



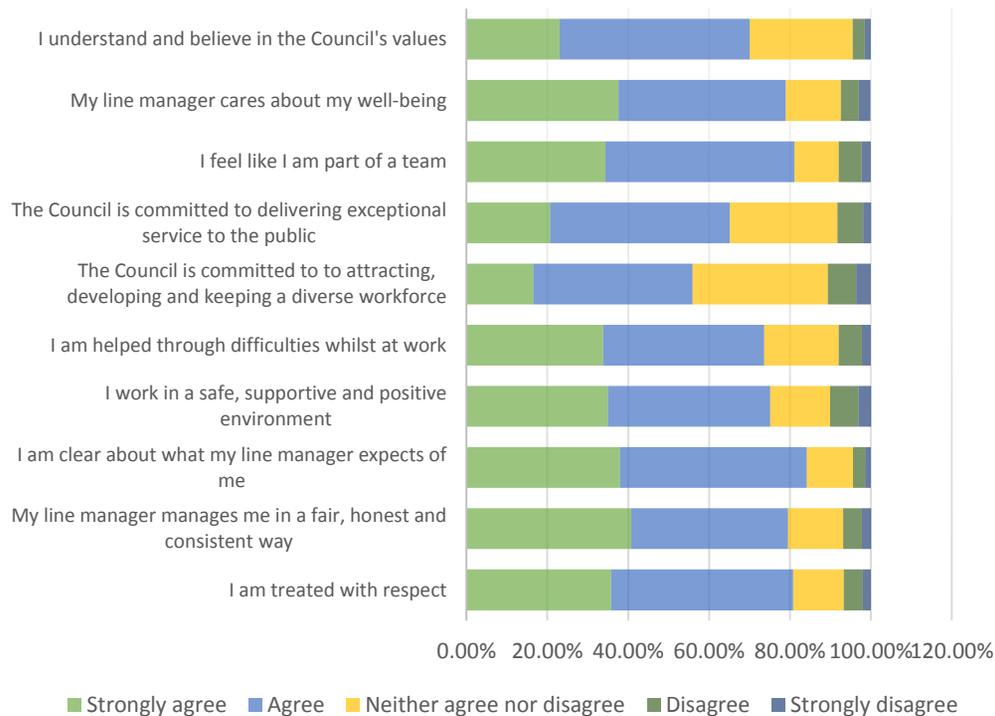
- Overall positivity rating across all areas is 69%
- Positivity rating for this section is 68%
- 33.4% neither agree nor disagree that 'The Council has a clear set of priorities...'. This could be interpreted as 'I don't know'.
- 31% neither agree nor disagree that 'The Council's Senior Managers have communicated a vision for the future'.
- These two areas could be tackled by further staff engagement with and promotion of the Corporate Plan.
- 80% of respondents either agree or strongly agree that they are able to 'make suggestions and share ideas with my line manager'.

OPEN - OPEN TO DIFFERENT IDEAS AND BEING ACCOUNTABLE FOR THE DECISIONS WE TAKE



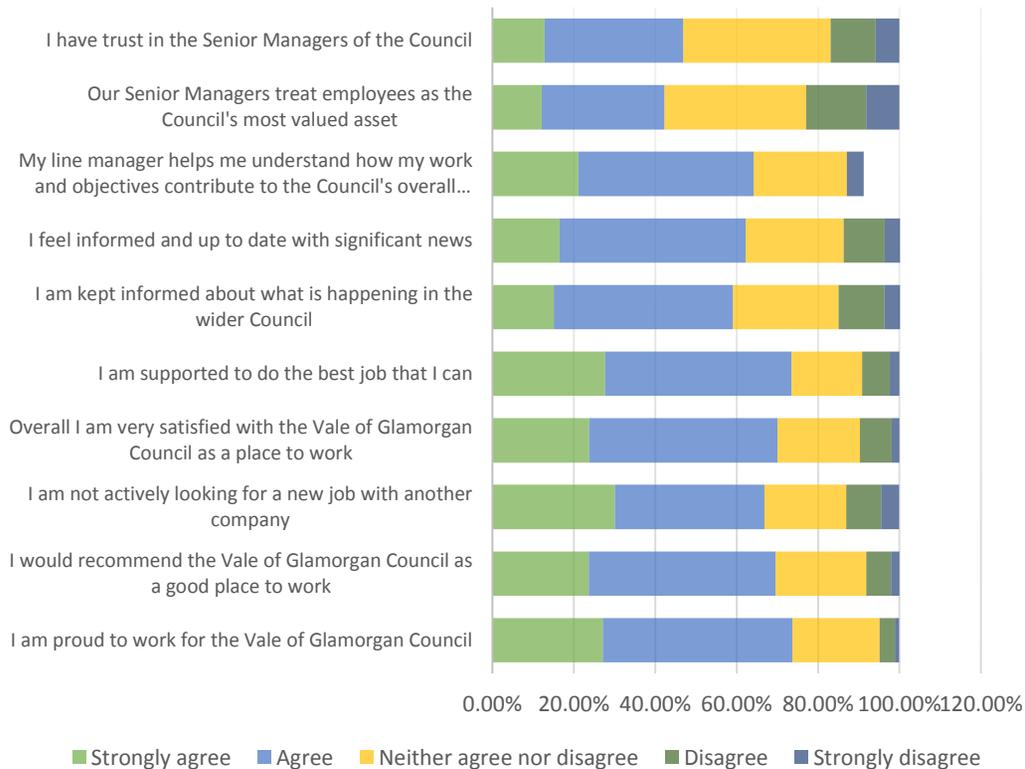
- The overall positivity rating for this section is 72%
- 92% of staff agree that their line manager trusts them to get on with their job. This has ranked highest in previous surveys with 93% either agreeing or strongly agreeing with the statement in 2017, however it was worded as 'I am trusted to get on with my job'.
- 84% of staff also agree that they have regular contact with their line manager.
- When asked if 'our senior managers are open and honest in their communication' 32% of respondents said 'I don't know'.
- 23% said 'I don't know' when asked if they felt informed about the reasons for change and that change is managed effectively in their service/team.
- 77% of respondents felt that their line manager kept them informed on important issues that affect them. This is 9% higher than in previous years when respondents were asked if they were kept informed on important issues.

TOGETHER - WORKING TOGETHER AS A TEAM THAT ENGAGES WITH OUR CUSTOMERS AND PARTNERS, RESPECTS DIVERSITY AND IS COMMITTED TO QUALITY SERVICES



- The overall positivity rating for this section is 74%
- 84% of staff agree that they are 'clear about what my line manager expects of me'. This was previously ranked at 83% when worded 'I am clear about what is expected of me'.
- 80% of staff agree that they are treated with respect, this has decreased slightly from 83% in 2017.
- 74% of staff agree that they feel part of a team.
- 35% of respondents neither agreed nor disagreed that 'the Council is committed to attracting, developing and keeping a diverse workforce'. Work to improve this score has begun with the Stonewall Workplace Equality Index and apprenticeship scheme.
- 27% of respondents neither agreed nor disagreed that the Council is 'committed to delivering exceptional services to the public'.
- 25% of respondents neither agreed nor disagreed with the statement 'I understand and believe in the Council's values'.

PROUD - PROUD OF THE VALE OF GLAMORGAN: PROUD TO SERVE OUR COMMUNITIES AND TO BE PART OF THE VALE OF GLAMORGAN COUNCIL



- The overall positivity rating for this section is 63%, the lowest of the four sections.
- 74% of respondents agreed that they are 'supported to do the best job I can'. This has increased from 72% in 2017
- 64% of respondents agreed that 'my line manager helps me to understand how my work and objectives contribute to the Council's overall success'
- This has been amended from 'I am helped to understand my contribution to the wider Council' and as a result has increased from 51% agreeing in 2017
- Whilst in previous years 'I am kept informed about what's happening in the wider Council' has been one of the lowest ranked statements in terms of positivity, this year's survey tells us that 26% of respondents have chosen 'I don't know'.
- In addition, 47% neither agreed nor disagreed that they 'have trust in the senior managers of the Council'
- 42% neither agreed nor disagreed that 'our senior managers treat employees as the Council's most valuable asset'.
- These areas need more work to improve in future years

Engagement Index

For the first time this year, four questions were included in the Staff Survey that link to industry standard engagement indexes. This allows the Council to compare itself directly with other organisations in the public sector and industry as a whole. In order to be consistent with the formatting of the survey, these questions were included as statements to be agreed or disagreed with.

These statements were:

- I am proud to work for the Vale of Glamorgan Council
- I would recommend the Vale of Glamorgan Council as a good place to work
- I am not actively looking for a new job with another company
- Overall I am very satisfied with the Vale of Glamorgan Council as a place to work

Question	Council Wide	Environment & Housing	Managing Director & Resources	Learning & Skills	Social Services
I am proud to work for the Vale of Glamorgan Council	74%	69%	75%	75%	78%
I would recommend the Vale of Glamorgan Council as a good place to work	70%	62%	74%	68%	77%
I am not actively looking for a new job with another company	69%	63%	66%	69%	71%
Overall I am very satisfied with the Vale of Glamorgan Council as a place to work	70%	63%	73%	71%	76%
*Engagement index	71%	64%	72%	71%	76%

*Calculated by taking the average from the four questions above.

Benchmarking

The scores below show the engagement index for other public and private sector organisations' engagement index scores for 2018.

Public Sector	
Vale of Glamorgan Council Staff Survey 2018	71%
Civil Service 2018 Survey	62%
Natural Resources Wales	48%
NHS Wales 2018	75%
Welsh Government 2018	62%
Public Health Ombudsman 2018	52%
Private Sector	
Admiral Insurance	87%
Iceland	72%

It is encouraging to see the Vale ranked second highest amongst the public sector organisations listed above. This is a good starting point for us to measure where we are in terms of employee engagement. We know that there is work to do and we will look to improve this score in the coming years by tackling areas where there is a lack of engagement or where assertions have ranked lower in terms of positivity ratings. We have compared ourselves to private sector organisations, such as Admiral, as it is a large employer in the area and is clearly doing well in terms of employee engagement and satisfaction. This is what we should be aspiring to achieve.

Next Steps

The Staff Survey results are an important tool for the Council to use in planning activity – both council wide and within individual directorates. As part of the forthcoming Big Conversation, colleagues will be invited to express an interest in becoming involved in the Staff Charter workstreams that plan and manage work across the Council. Colleagues will also be able to express an interest in becoming Directorate-based Staff Engagement & Innovation Champions.

Council wide champions will work on the staff engagement workstreams, including recognition & reward, inclusivity, developing my skills and communications.

Directorate teams will be provided with some assistance to establish local forums which are responsive to the local needs of the services. A directorate engagement plan will be developed by the directorate and used to provide updates at the quarterly CMT/Staff Engagement meeting to demonstrate how the results of the survey are being actioned locally.



RETURN RATE ANALYSIS

FINALERESULTS

Analysis of Directorate Responses

Directorate	Total No	Returned	%
Environment and Housing	761	377	50%
Managing Director and Resources	449	330	73%
Learning and Skills	495	273	55%
Social Services	678	330	49%
Unattributed	N/A		
TOTAL	2383	1348	57%

Analysis of Service Responses by 'Survey Section'

Please note that **1119 out of 1150** respondents have provided a service area in their response.

Environment and Housing Services	Total No	Returned	%
Building Services – Building Maintenance	75	27	36%
Building Services – Cleaning and Security	137	45	33%
Director's Office – Environment and Housing Services	36	20	56%
Housing Services – Housing Solutions & Supporting People	40	16	40%
Housing Services – Housing Team / Strategic Projects	36	36	100%
Neighbourhood Services & Transport - Engineering	43	20	47%

Neighbourhood Services & Transport – Healthy Living & Performance	27	13	48%
Neighbourhood Services & Transport – Neighbourhood Operations	161	19	12%
Neighbourhood Services & Transport – Transport Services	22	9	41%
Shared Regulatory Services – Commercial Services Section	45	19	42%
Shared Regulatory Services – Enterprise & Specialist Services	66	34	52%
Shared Regulatory Services – Neighbourhood Services	73	42	57%

Resources	Total No	Returned	%
Democratic Services	28	13	46%
Director's Office – Resources	20	7	35%
Financial Services – Accountancy	20	12	60%
Financial Services – Audit / Property	27	27	100%
Financial Services – Exchequer	66	29	44%
HR – Business Partnership, Health & Safety / OD Teams	22	19	86%
HR – Employee Services	21	17	81%
ICT Services	42	35	83%
Legal Services	30	18	60%
Performance & Development Services – Customer Services	33	17	52%
Performance & Development Services – Policy, Performance & Corporate Services	26	15	58%
Regeneration & Planning – Development Management & Business / Project Support Teams	46	25	54%
Regeneration & Planning – Regeneration Section	68	49	72%

Learning and Skills	Total	Returned	%
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	No		
Achievement for All - Additional Learning / Complex Needs	19	19	100%
Achievement for All – Social Inclusion & Wellbeing	71	45	63%
Schools Catering Services	169	69	41%
Director’s Office – Learning & Skills	11	3	27%
Strategy Community Learning & Resources – Culture Community Learning Section	195	63	32%
Strategy Community Learning & Resources – Strategy & Resources including the Management Section	30	24	80%

Social Services	Total No	Returned	%
Adult Services – Day Services	56	29	52%
Adult Services – Integrated Care Mgt Teams (MH, LD & IAS)	48	34	71%
Adult Services – Locality Care Mgt Teams (OP, Phys Dis & Sens Imp)	75	23	31%
Adult Services – Residential Care	149	33	22%
Adult Services – Vale Community Resource Services	75	9	12%
Children & Young People Services – Dock Office Based Teams (exception of RAC)	66	43	64%
Children & Young People Services – Flying Start Service	74	16	22%
Children & Young People Services – Regional Adoption Collaborative	35	8	23%
Children & Young People Services – Youth Offending / Families First (FACT and FFAL)	37	18	49%
Resource Management & Safeguarding (inc. Director’s Office)	63	40	63%

Hard Copy / Soft Copy

Method	Total	Returned	%
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	No		
Hard Copy	1041	232	22%
Soft Copy	1342	918	68%
Environment and Housing Hard Copy	377	93	25%
Environment and Housing Soft Copy	384	284	74%
Managing Director and Resources Hard Copy	21	4	19%
Managing Director and Resources Soft Copy	428	326	76%
Learning and Skills Hard Copy	312	94	30%
Learning and Skills Soft Copy	183	179	98%
Social Services Hard Copy	324	77	24%
Social Services Soft Copy	354	253	71%

Appendix B

Managing Director and Resources

AMBITIOUS - FORWARD THINKING, EMBRACING NEW WAYS OF WORKING AND INVESTING IN OUR FUTURE

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree



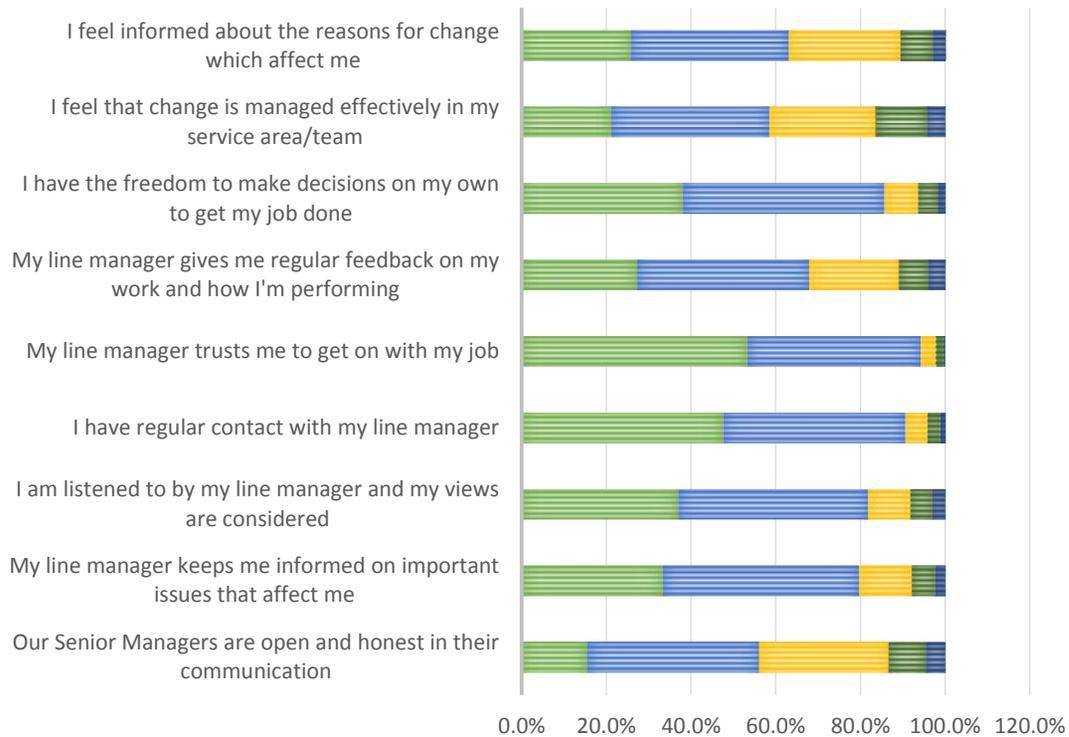
Positivity - Ambitious

71% - Managing Director and Resources

68% - Survey Overall

OPEN - OPEN TO DIFFERENT IDEAS AND BEING ACCOUNTABLE FOR THE DECISIONS WE TAKE

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



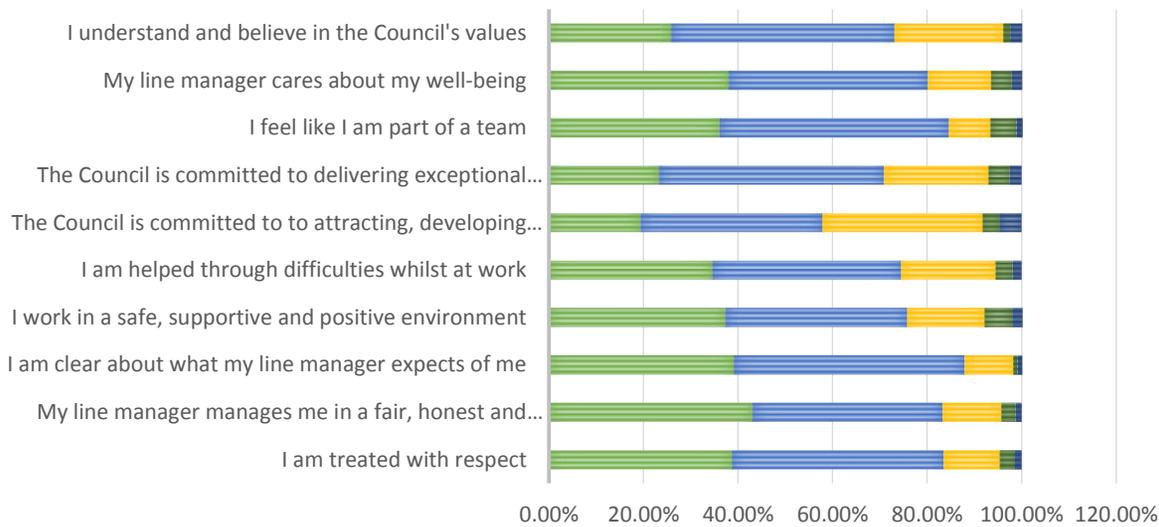
Positivity - Open

71% - Managing Director and Resources

72% - Survey Overall

TOGETHER - WORKING TOGETHER AS A TEAM THAT ENGAGES WITH OUR CUSTOMERS AND PARTNERS, RESPECTS DIVERSITY AND IS COMMITTED TO QUALITY SERVICES

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



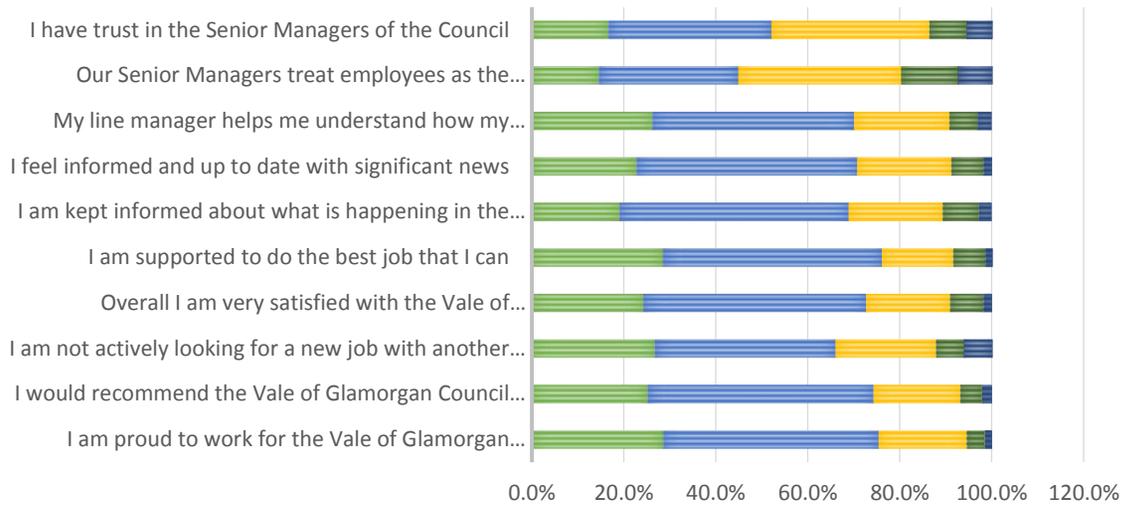
Positivity - Together

76% - Managing Director and Resources

74% - Survey Overall

PROUD - PROUD OF THE VALE OF GLAMORGAN: PROUD TO SERVE OUR COMMUNITIES AND TO BE PART OF THE VALE OF GLAMORGAN COUNCIL

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



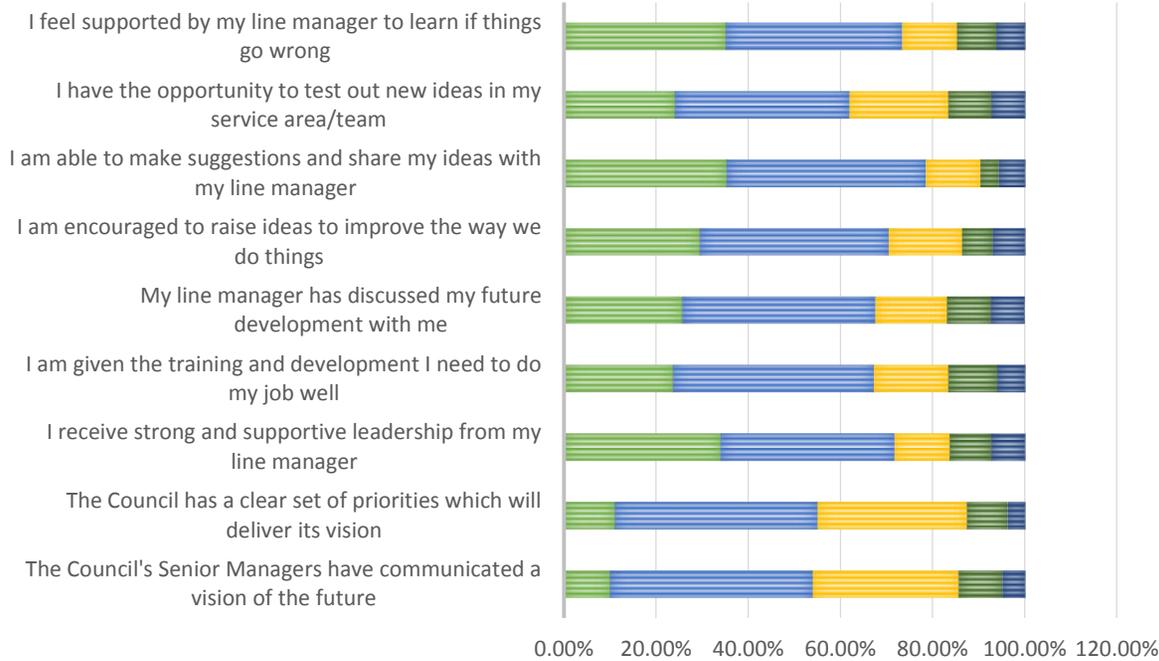
Positivity - Proud

66% - Environment and Housing

63% - Survey Overall

AMBITIOUS - FORWARD THINKING, EMBRACING NEW WAYS OF WORKING AND INVESTING IN OUR FUTURE

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



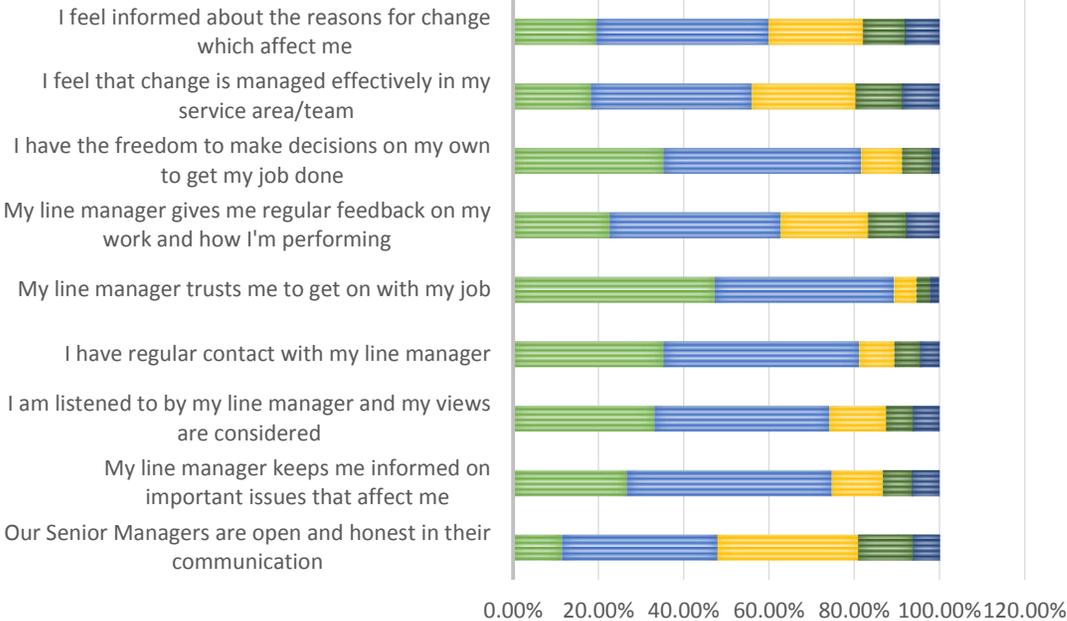
Positivity - Ambitious

67% - Environment and Housing

68% - Survey Overall

OPEN - OPEN TO DIFFERENT IDEAS AND BEING ACCOUNTABLE FOR THE DECISIONS WE TAKE

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 ■ Strongly disagree



TOGETHER - WORKING TOGETHER AS A TEAM THAT ENGAGES WITH OUR CUSTOMERS AND PARTNERS, RESPECTS DIVERSITY AND IS COMMITTED TO QUALITY SERVICES

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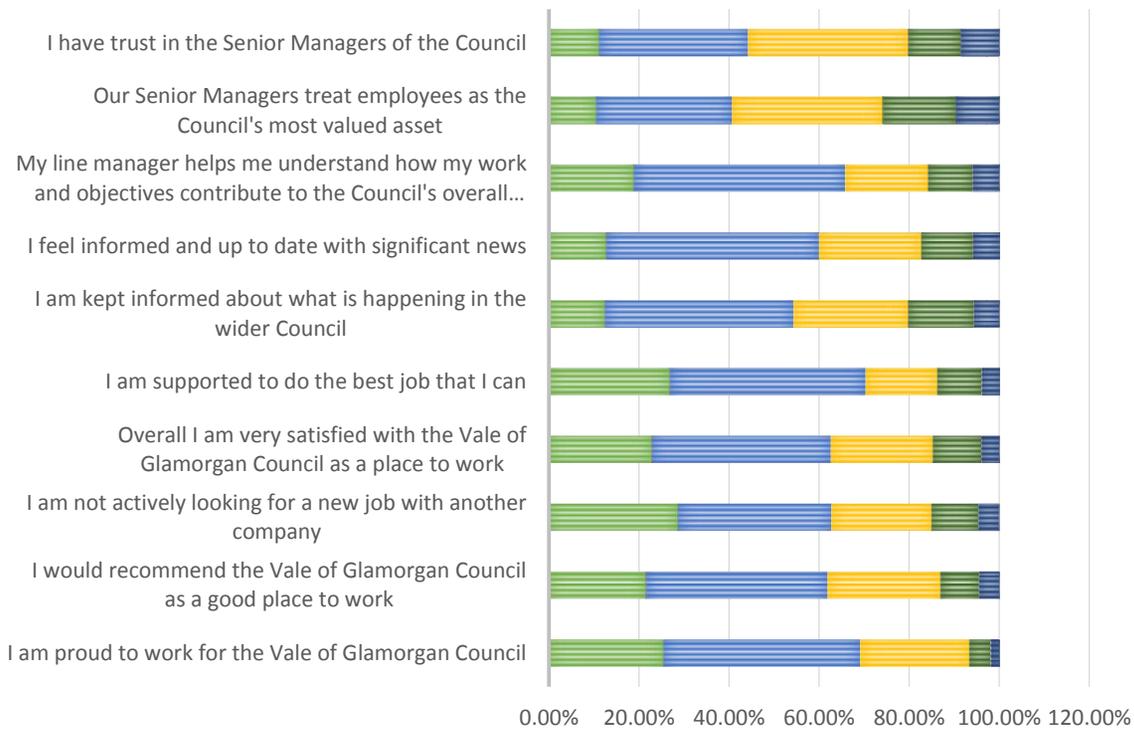
Positivity - Together

71% - Environment and Housing

74% - Survey Overall

PROUD - PROUD OF THE VALE OF GLAMORGAN: PROUD TO SERVE OUR COMMUNITIES AND TO BE PART OF THE VALE OF GLAMORGAN COUNCIL

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



Positivity - Proud

57% - Environment and Housing

63% - Survey Overall

Learning and Skills

AMBITIOUS - FORWARD THINKING, EMBRACING NEW WAYS OF WORKING AND INVESTING IN OUR FUTURE

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



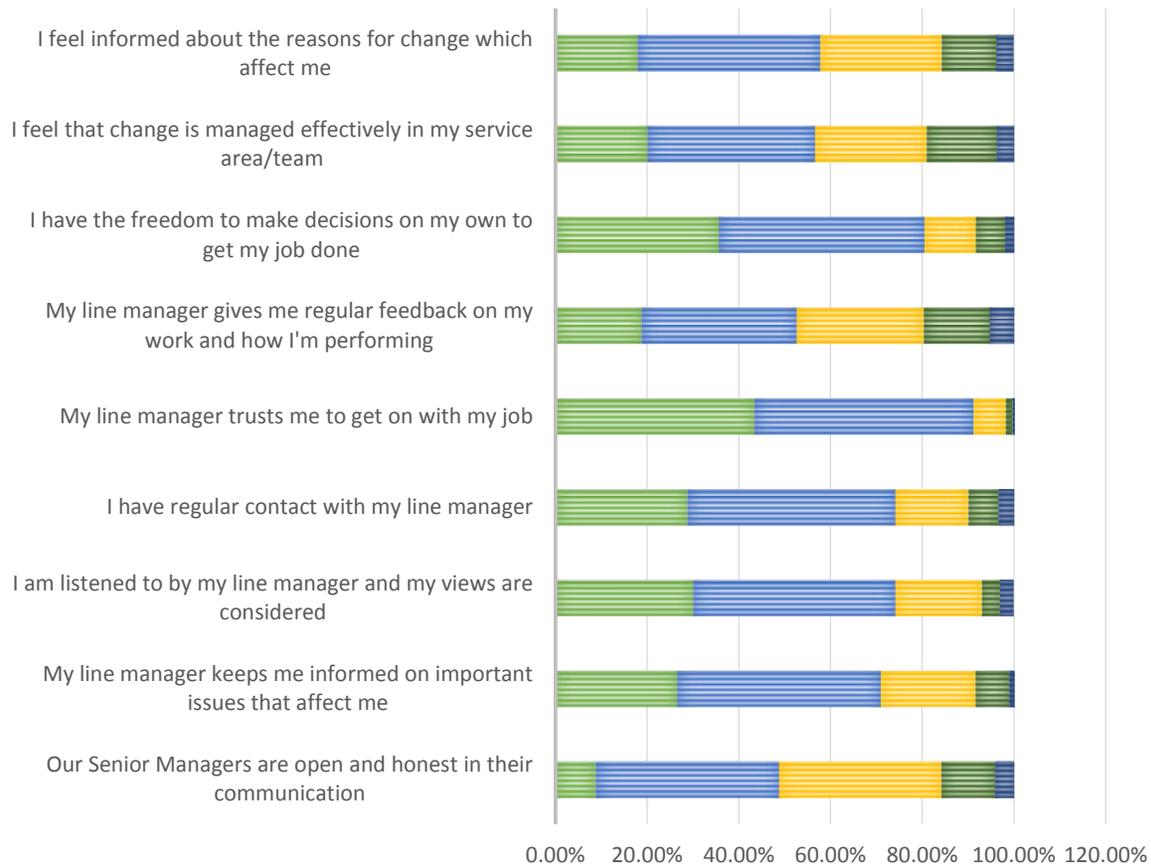
Positivity - Ambitious

63% - Learning and Skills

68% - Survey Overall

OPEN - OPEN TO DIFFERENT IDEAS AND BEING ACCOUNTABLE FOR THE DECISIONS WE TAKE

■ Strongly agree
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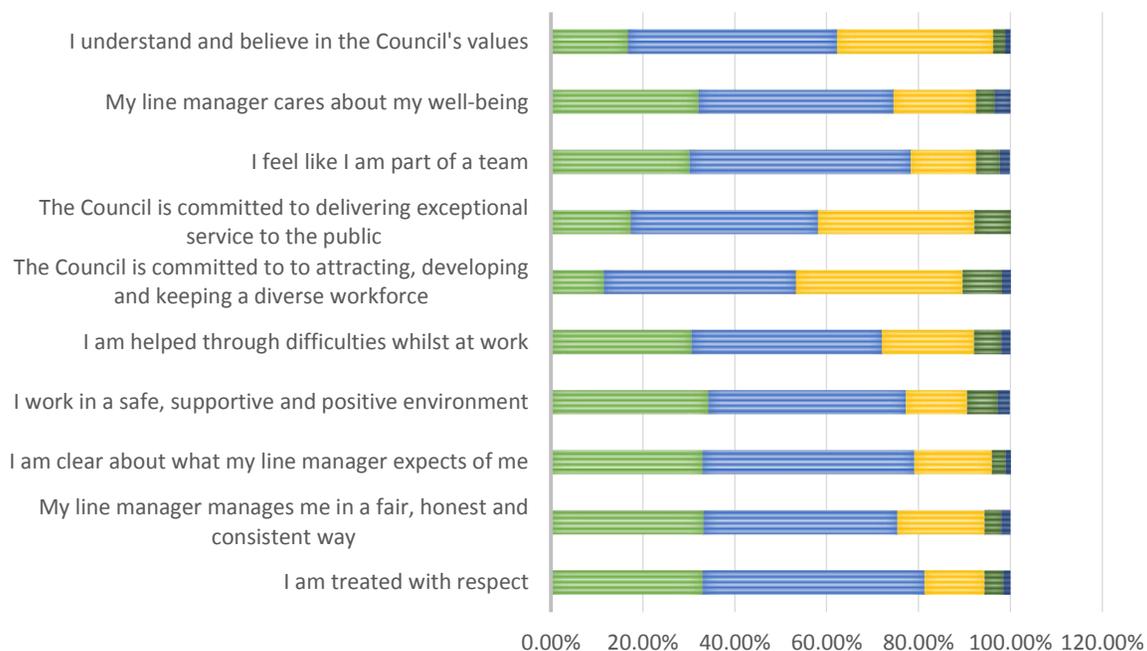
Positivity - Open

67% - Learning and Skills

72% - Survey Overall

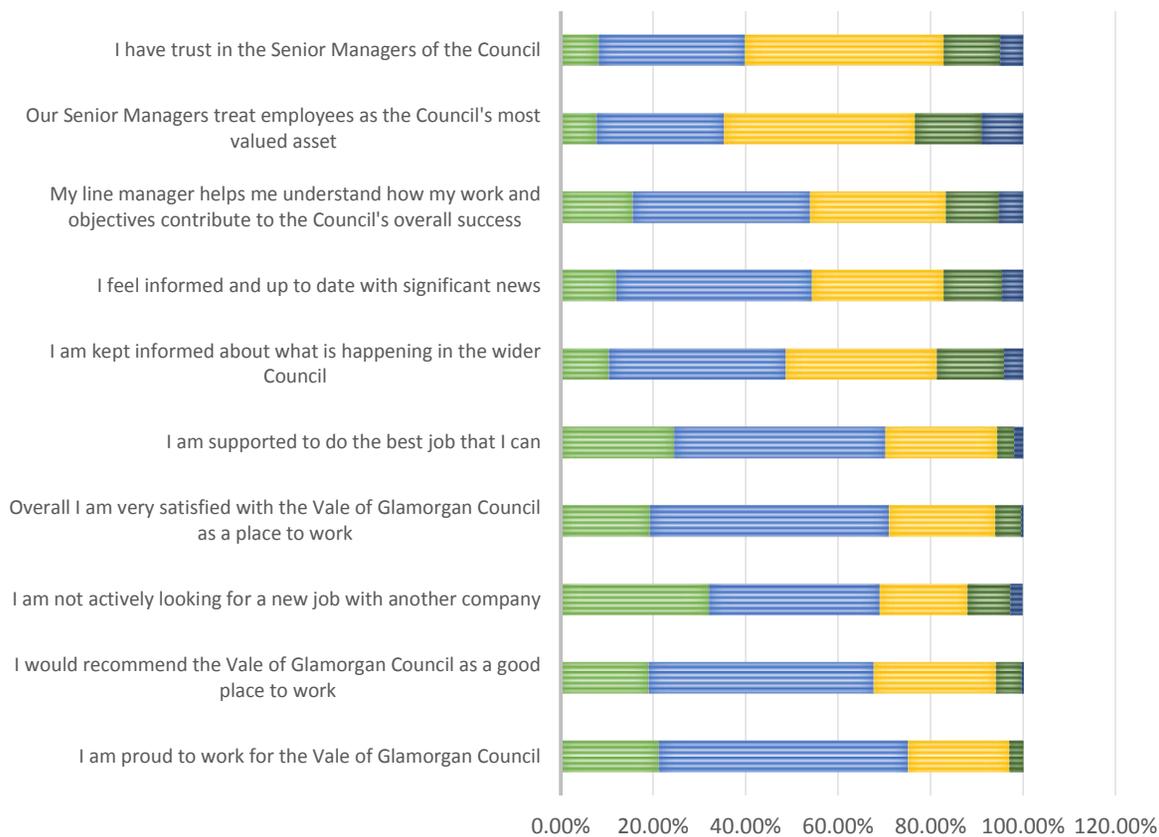
TOGETHER - WORKING TOGETHER AS A TEAM THAT ENGAGES WITH OUR CUSTOMERS AND PARTNERS, RESPECTS DIVERSITY AND IS COMMITTED TO QUALITY SE

■ Strongly agree
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 ■ Strongly disagree



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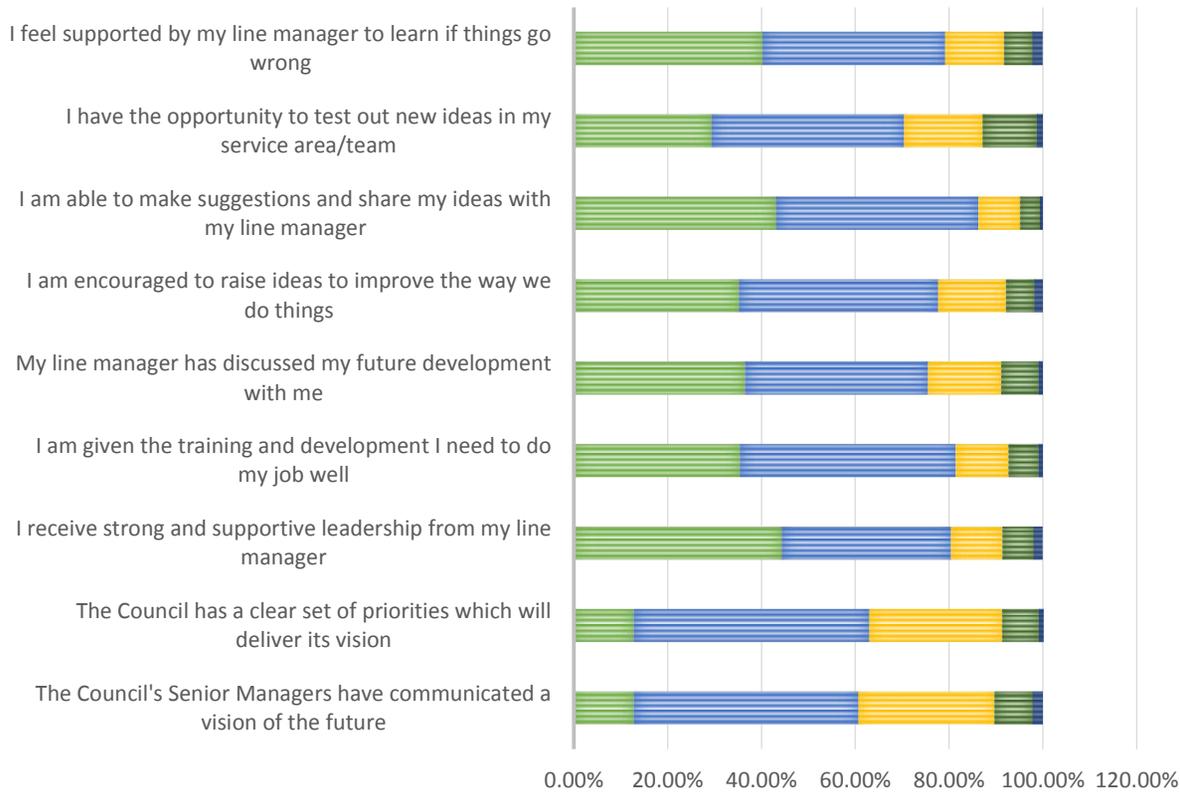
Positivity - Proud

57% - Learning and Skills

63% - Survey Overall

AMBITIOUS - FORWARD THINKING, EMBRACING NEW WAYS OF WORKING AND INVESTING IN OUR FUTURE

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



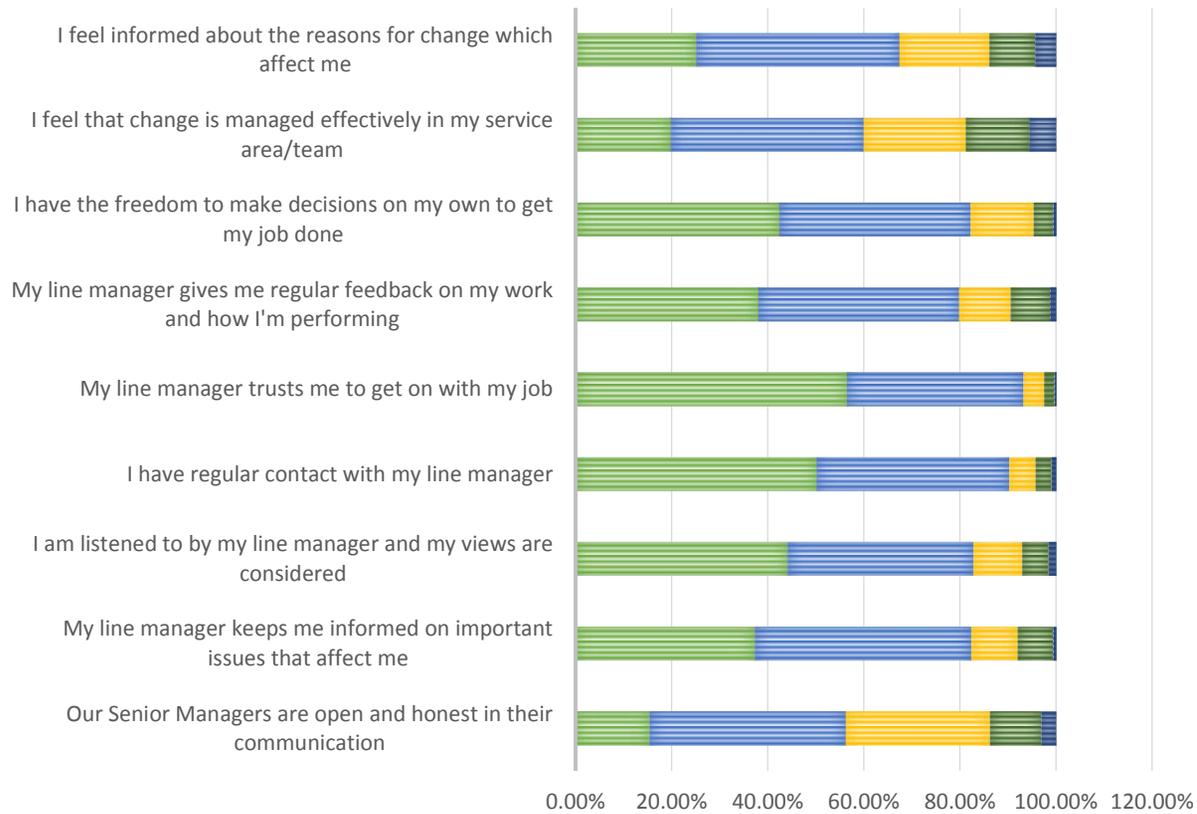
Positivity - Ambitious

75% - Social Services

68% - Survey Overall

OPEN - OPEN TO DIFFERENT IDEAS AND BEING ACCOUNTABLE FOR THE DECISIONS WE TAKE

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



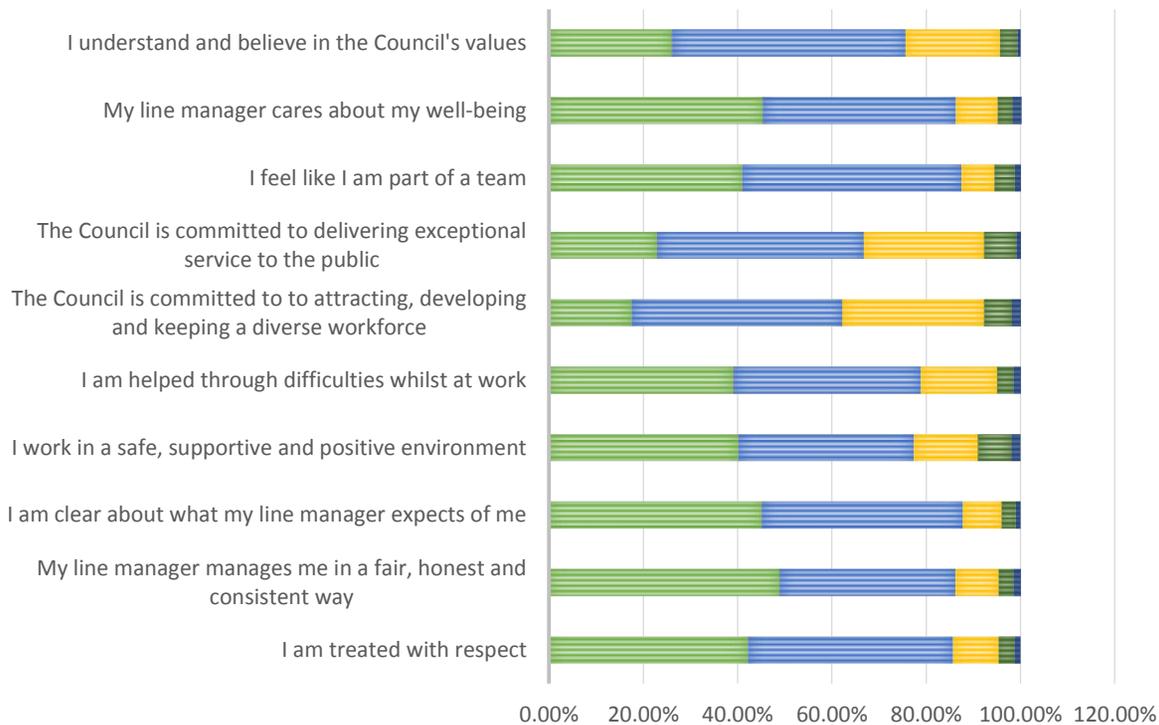
Positivity - Open

77% - Social Services

72% - Survey Overall

TOGETHER - WORKING TOGETHER AS A TEAM THAT ENGAGES WITH OUR CUSTOMERS AND PARTNERS, RESPECTS DIVERSITY AND IS COMMITTED TO QUALITY SERVICES

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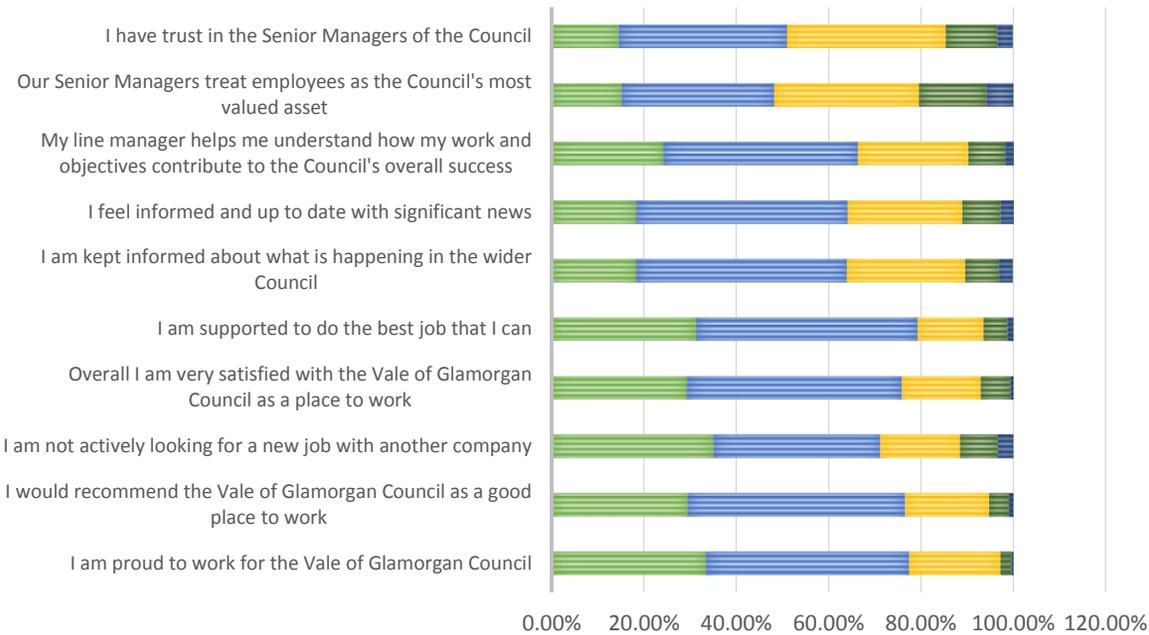
Positivity - Together

79% - Social Services

74% - Survey Overall

PROUD - PROUD OF THE VALE OF GLAMORGAN: PROUD TO SERVE OUR COMMUNITIES AND TO BE PART OF THE VALE OF GLAMORGAN COUNCIL

■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



Positivity - Proud

66% - Social Services

63% - Survey Overall