



**Fylde**  
Council

# Employee Survey 2016



**Fylde**  
Council

## INTRODUCTION

This report outlines the outcomes from the Employee Survey 2016 including the issues raised that will be tackled in the coming year. It is a clear and concise summary the findings that will be used to directly influence decision making on organisational behaviour and the work environment at Fylde.

The focus is deliberately on the 'majority' view or the consensus, specific individual concerns that are not consistent with the majority view are important, but not for this survey, the format for addressing individual concerns is with your line manager or at your appraisal. The outcomes may prompt some employees to consider their perspective of the organisation after reflecting on the prevailing view or culture which could be an issue to discuss further.

The opportunity to provide additional comment was available with some feedback about the questionnaire itself, this will be taken into consideration as part of the review of the survey and if necessary changes made. However, it is important the questionnaire does not change significantly in order to make comparison over time to assess whether we are improving or not. A 'don't know' or 'not applicable' option was not available because as an employee in the organisation you should be able to respond to every question whether factual or your opinion. When comparing outcomes against the 2012 survey, all satisfaction levels show an increase demonstrating that we are moving in the right direction to achieve excellence.

## THE RESPONSE RATE

The response rate for the 2016 survey is 54%, or 135 out of a possible 248 employees in post at the time the survey was carried out, lower than 2015 which had a return of 68%. The aim is to have a culture where there is open communication, it is better if more employees have their say. However, 113 employees chose not to have their say suggesting there is room to improve.

There are two schools of thought on none respondents to employee surveys:

- 1) Employees do not feel their view is valued or will make a difference, they are dissatisfied for some reason but chose not to say why, even when given the opportunity to do so. The 'I don't care' and 'I am not signing up to this' employee, they feel by not participating they are demonstrating their dissatisfaction, the challenge is to support these individuals to have their say through whatever mechanism best suits them.
- 2) Employees are content and happy, choosing not to have their say because they feel the outcome won't be changed by their contribution alone. The assumption is that people only choose to complete a questionnaire if they have something to raise, a criticism or concern, by not completing the questionnaire the inference is that everything is fine. However, it is preferable if as many employees as possible have their say.

The reality is none respondents include content and discontent employees. Every effort will be made to increase the response rate. The responses are completely anonymous and cannot be attributed to an individual, it is only the majority view the survey is concerned with.

## THE RAW DATA

The data from the survey is available on the intranet. Minor edits had to be made to a small number of comments without changing the sentiment because it may be possible to identify individuals. This is consistent with the competency behaviour around integrity. Constructive criticism is welcome and encouraged, the raw data has been published for all staff to view but it is appropriate to ensure that individuals cannot be identified.

All percentage figures presented in this report are based on the number of employees that responded to the question.

## SECTION 1 – YOUR PERFORMANCE

This section examines whether employees have clarity about what they should be doing, targets, goals and objectives and whether this is managed the finding are:

- 99.2% of staff are clear about their targets and objectives, an increase from 96.6% in 2015
- 95.5% of staff have performance measured against clear objectives, a big improvement on 88.8% in 2015
- 94.8% regularly discuss training needs with their manager, this is consistent with the 95.2% in 2015
- 92.6% of staff receive regular feedback on their performance, an increase from 89.6% in 2015
- 94.0% of staff felt their performance is evaluated fairly, an increase on 91.2% in 2015

The responses generally show improvement on already great results, there will always be room to improve but the direction of travel is positive. Comments were left by 12 employees with a mixture of positive feedback and concerns, issues raised included the appraisal system and performance feedback:

- I am treated as an equal by my work mates and supervisors and management
- My appraisal was a very positive experience
- Very happy working at Fylde Council and I am lucky to have a really good Manager.
- Manager very fair in appraisal/feedback with 360 degree feedback and open discussions on own team, own/corporate targets and future.
- This is a great place to work and I have only been here six months

Comments must be put into context, they are individual however some concern was expressed over follow up actions agreed when performance is discussed. The primary responsibility for addressing this remains with managers but the employee must reflect and consider what action they can take. In response the following actions will be taken.

### Your Performance – Action 1

Agreed actions from performance appraisals or discussions about employee development must have clear responsibility and a target for completion. Agreed actions must be followed up.

## SECTION 2 – YOUR VOICE

This section dealt with communication, in particular whether there is sufficient regular opportunity to engage and whether employees are informed about what is happening at work. The findings are:

- 92.5% of staff felt there is opportunity to communicate with senior management, a small decrease from 93.5% in 2015
- 93.3% of staff feel informed about what is happening at the Council, a decrease from 95.1% in 2015
- 89.6% of staff feel informed about what is happening in their service, a decrease from 94.3% in 2015
- 85.1% of staff felt that they were able to provide feedback on the way things are done, a decrease from 92.7% in 2015
- 98.5% of staff are willing to give the extra effort to help the Council succeed compared to 99.2% in 2015

- 92.5% are encouraged to contribute ideas and suggestions, a slight decrease on 93.5% 2015

Though the results are very good communication is always a challenge. Across the board there is a decrease in satisfaction in this area identifying the need to take action. Additional comments were left by 16 employees including:

- There is no incentive to go the extra mile with no hope for a pay rise, therefore this could lead to despondence.
- The new manager and team leaders on our team are very helpful and help create a very positive atmosphere. We work hard but still no how to have fun.
- Having recently been involved in the Time Lean Systems Training and given ideas to ways in which the council can become self-sufficient I feel I have been given the opportunity to offer my opinions.
- The nature of my work means I sometimes need to work unsocial hours and the council have assisted me in having a workplace/home life balance.
- You are encouraged to offer opinions and ideas provided they fit with what is wanted to be heard.
- When one team one council isn't being applied by all the departments it makes you think why bother.
- I know exactly what I need to do and I can influence how my work changes by having a say.
- I think the 5 points are a fantastic tool and a great way to be kept informed about things that are happening in Fylde.
- Although communication from the Chief Executive is outstanding, I do feel that sometimes it could be better at other levels, just knowing what different sections do would be useful.

Communication is a two way process and as such the responsibility for addressing these issues is with all parties concerned while recognising the fact that it is not possible to ever please everyone. To attempt to please everyone is a futile task that makes the situation worse. However, a lack of consistency is an issue management need to address.

### **Your Voice – Action 1**

A comprehensive review of communications aimed at ensuring the right information is provided to the right people in the right way at the right time. A cross departmental working group will be established to carry out the review.

### **SECTION 3 – YOUR MANAGER**

This section focused on the direct line manager exploring the relationship between employees and their manager, the findings are:

- 90.9% of staff feel their manager is good at managing people, an increase from 85.3% in 2015
- 94.7% of staff felt their manager is open and honest, increase from 90.2% in 2015
- 97.7% of staff felt their manager is approachable, an increase from 95.1% in 2015
- 87.2% felt their manager is good at motivating people, an increase from 83.7% in 2015
- 83.4% of staff felt poor performance is dealt with, an increase from 80.5% in 2015

The outcomes in every section of this category are encouraging and improving over time. Dealing with poor performance has been a challenge in the past and it has improved year on year. Comments were left by 20 employees and are listed below:

- My manager is very approachable
- I have had a few different line managers for a few years. They have all been available.
- Last year our manager allowed someone to bring their dog in to work. It was a nice touch.
- Our department has been through a review that has delivered a more streamline team with more management structure in place. Our monthly meetings give all staff the opportunity to update on work they are doing and our manager gives us an update on corporate issues.
- I feel I can approach my manager with any issues I have and they will be dealt with in a fair manner and I know I will always have support
- My manager is a great leader and a great team player
- Some areas of poor performance are not dealt with, however this is improving.
- We have some strong characters in our office, it must be difficult to manage these people at times, but my line manager could set a better example when it comes to a work ethos.

The actions necessary to address these issues will focus on the development of managers across the organisation but the responsibility to achieve the outcomes required to deliver excellence rests with everyone.

#### **Your Manager - Action 1**

Training and development on management and leadership will be focused on developing a consistent approach across the council that supports the behaviours that shape the culture at Fylde.

#### **SECTION 4 - YOUR COUNCIL**

This section examines corporate behaviour and culture to determine the level of understanding and engagement in corporate initiatives in particular improvement and change. In responding to the questions in this section the term 'management' referred to the senior and middle managers rather than the line manager. The findings are:

- 95.4% of staff felt management communicate a clear vision for the Council, a decrease from 95.1% in 2015
- 95.4% of staff felt they have sufficient communication with management, a decrease from 97.5% in 2015
- 86.3% of staff feel improvement is managed well at the Council, a decrease from 91.8% in 2015
- 96.2% understand the behaviour and culture of the Council, consistent with 96.7% in 2015

Whilst the satisfaction levels are encouraging it is clear that key messages about the competencies and behaviour are not having the same impact and the management of change needs to be communicated more effectively. There were 15 comments made by staff including:

- There are people in the team who are deliberately difficult/disruptive and oppose change and different working practices which would benefit the team. Certainly not team players and really should be looking for other employment where this behaviour would be tolerated.
- There have been a number of changes which have been dealt with in an organised manner.
- The ever changing face of the council will always bring challenges but Fylde Council have dealt with these in a great manner and always kept employees informed when needed.
- The vision of the council "To Achieve Excellence" is one that most employees seek to achieve
- I have never met my senior manager.
- I think the opportunity to join in with improvement initiatives such the bright ideas and income generating schemes is great.
- Some changes / improvement is managed well and some is managed poorly.
- A lot of good ideas are developed but require an individual to drive the change agenda.
- I haven't been here for 12 months yet, but I think most people accept change, but there is still some fear around change with 'We've never done it that way before'.
- New staff bring new ideas. On the whole, the council's culture is fantastic and the employees have really bought into it.
- I support the Council in everything it is trying to achieve and I am very proud to work for such an organisation. My work does enable me to communicate with members of the public and from the feedback I get from them they can see that the Council is working hard for them and I think there is a realisation out there that when decisions go against them it is not actually the Council that has made those decisions but the Government. So I think we are changing people's perceptions of the Council for the better.

### **Your Council – Action 1**

The key messages and behaviours associated to the competencies that shape the culture of the council need to be reinforced through simple but effective methods i.e. posters, screensavers, stories.

### **SECTION 5 – THE CULTURE**

This section included a different style of question developed to assess the prevailing culture of an organisation. The questions are deliberately simple and objective therefore a 'don't know' or 'not applicable' option is not required. The findings are:

- 98.4% of employees know what is expected of them at work, this was lower than 100% in 2015
- 90.7% of staff have the opportunity every day to do what they do best, lower than 91.5% in 2015
- 71.3% received recognition or praise for doing good work in the past two weeks, slight decrease from 72.0% in 2015
- 93.0% said their supervisor / manager or someone at work seem to care about them as a person, increase from 91.5% in 2015
- 80.6% said there is someone at work who encourages them to develop, a decrease from 83.9% in 2015

- 88.2% of staff feel their opinions count at work, slightly higher than the 87.3% in 2015
- 85.2% of staff feel good about the vision 'to achieve excellence', a decrease from 93.2% in 2015
- 93.0% think work colleagues are committed to achieving quality at work, compared with 94.4% in 2015
- 80.6% said they have a good friend at work, a decrease from 89.07% in 2015
- 91.4% of staff have had a conversation about their progress at work in the last 6 month, consistent with 91.5% in 2015
- 87.6% in the last year have had opportunities at work to learn and grow, a decrease from 95.1% in 2015
- 98.4% enjoy the work that they do at Fylde, consistent with 98.3% in 2015

The outcomes in the section are exceptional with improvement in some areas, there is clear evidence that a culture of support, empowerment, recognition and team working is embedded at Fylde but probably not in every service area.

The majority of the comments made in this section were constructive about the challenges we face together and progress made so far. Themes of inconsistency, the tough economic climate and limited development opportunities came through in the comments which include:

- Sometimes there is a feeling that staff without a computer are not part of the team.
- There is still a culture of jobs for the people if your face fits you get on. There is also a 'don't do as I do, do as I say' attitude amongst senior managers.
- It's been a hard year for us with a lot of staff leaving but we get on with the job.
- Despite tough times in local government as an employee at Fylde I feel there is job security and satisfaction.
- I am proud to work for the council. I also reside in the area and it's a great place to both live and work.
- There are some great staff who work here and the new injection of blood into the council from a corporate perspective has been positive.
- I enjoy working at Fylde Council. I always try to do my best. I believe that I give value for money.
- We recently had changes in our department which meant going from a small team to a larger team. I was a bit apprehensive at first having formed a good working relationship with my colleagues but the transition was handled really well and my new work colleagues are as good at their job if not better than my previous colleagues and are equally as friendly.
- The Peer Review outlined just how good the staff are at Fylde.
- I didn't have an opportunity to develop, due to the fact my previous manager didn't process my PD.
- Me, and most of my colleagues enjoy coming to work at Fylde.
- I feel like I have been one of the biggest supporters of the changes implemented since, unfortunately it seems like we are starting to go backwards. What is the point in repeating all the strap lines if there is no substance behind it or if there are still some departments who point blankly refuse to join in?
- I like that Fylde wants to be more like private industry lean/effective but still caring for the customers.
- Fylde has many unsung heroes who don't always claim headlines in the honours list and who work very much under the radar, their knowledge is valuable to the success of the Council.

- I really enjoy working for Fylde Council, I think all the staff are great and have made me feel very welcome since I started.
- Some employees struggle with change because they don't want to change.
- I think the council has too many members now, the staff have reduced the members haven't.
- Fylde Council is a great place to work, we should all count ourselves lucky.
- Fylde has a family feel.
- I have worked in three councils and never met the Chief Executive - at Fylde I met him the first day and he cares about you as a person.
- It is a good place to work with many friendly and welcoming faces. The Team Talks help with meeting new employees and management.
- I have received praise in the last two weeks but only because I had my appraisal in last two weeks; it is not a typical two weeks. I only get praise during my appraisal.
- In the last six months I have talked to someone about my progress but that is with a former colleague and at my appraisal.
- Some colleagues are committed to quality work, some do everything they can to avoid work.
- We are a long way forward from where we were 5-10 years ago.
- A form like this should be created for the members. I feel the members and the employees are trying to achieve different things. The members and the council should be working towards the same thing, the best for the whole of Fylde.
- In my opinion, the members are reluctant to change the status quo, I understand Fylde is a great place to live and work, but everything can be improved.

The **FINAL QUESTION** was asked to determine whether employees were satisfied with working at Fylde, to establish if they enjoy what they do and are proud to do it for Fylde, the outcome is:

- 98.4% of employees said that they were satisfied with Fylde as a place to work compared to 98.3% in 2015

This is encouraging and provides evidence of the strong foundation in place to support the challenging issues we face. The small number of employees that are not satisfied will change their situation by understanding what it is that has led to them being dissatisfied. Once this has been established they can change their situation, if the source of their dissatisfaction is something the Council can help with then all the support necessary will be provided. This message is reinforced whenever the issue of job satisfaction is discussed, it can be uncomfortable for some employees but it is the most constructive means of achieving an outcome that is best for the employee.

### **The Culture – Action**

Employees not satisfied with Fylde as a place to work will get all the support they need to change their situation.

### **CONCLUSION**

The message from the employee survey is overwhelmingly positive with almost every area showing improvement on last year and some showing a big increase over the last three years, in particular:

- 99% aware of objectives and targets
- 95% performance is measured against clear objectives
- 94% discuss training & development needs with managers
- **98% willing to give extra effort to help the council succeed**
- 97% say their manager is approachable



- 95% say management communicate a clear vision for the Council
- 96% say they understand the behaviours and culture of the Council
- **98% said they know what is expected of them at work**
- **98% enjoy the work that they do at Fylde**
- **98% are satisfied with Fylde as a place to work**

Comparing figures with 2016 from 2012:

- 95.5% have discussed my training & development needs with my manager – **30% improvement**
- 92.6% now received feedback on my performance and progress - **26% improvement**
- 92.6% think performance is evaluated fairly - **12% improvement**
- 90% think their manager is good at managing people – **13% improvement**
- 87% think their manager motivates me to be more effective in my job – **13% improvement**
- 83% think poor performance is dealt with effectively in my team – **13% improvement**
- 91% in the last 6 months has someone talked to them about your progress at work – **29% improvement**
- 87% have in the last year had opportunities at work to learn and grow – **13% improvement**

The number of positive comments in the survey is evidence of the progress made to move towards a positive culture where pride, trust, openness and enjoyment prevail. This cannot be achieved by management alone, it requires a concerted conscious effort by everyone in the organisation, everyone should be proud of the progress made in what is the most challenging time for local government.

There are challenges ahead, and there always will be, that we must address together to sustain the culture we have developed. There is inconsistency, some areas are changing at a different pace with a number of employees still unable to demonstrate the behaviour required to embed the competencies. More support and understanding is required but in some instances there is an inability, conscious or sub conscious, to work with or support changes made, wherever this is evident it must be identified and addressed.

Every employee has a responsibility to ensure that it is possible for everyone to enjoy working at Fylde. The inconsistency still evident is a reminder of the need to continue to improve but it is essential to recognise that it is not possible to please everyone, the majority is the best that can be achieved and the results of this survey demonstrate continued excellent performance.

***“Some employees struggle with change because they don't want to change”***

## EMPLOYEE SURVEY 2016 – INDIVIDUAL COMMENTS

The individual comments from the 2016 employee survey are listed below in two categories. It should be put into context that these are individual comments, each statement on its own cannot be representative of the organisation. Some comments are very encouraging and others highlight issues everyone needs to be aware of and explore where necessary its validity and extent. Employee workshops, led by employees, will be asked to consider the comments to draw out any common themes that may require further action to address.

Encouraging comments...	Comments to consider or develop.....
<ul style="list-style-type: none"> <li>• Good boss, good team</li> <li>• I am treated as an equal by my work mates, supervisors and management</li> <li>• My appraisal was a very positive experience</li> <li>• Very happy working at Fylde Council and I am lucky to have a really good Manager.</li> <li>• I had the opportunity to discuss my training needs and feedback on my performance during my appraisal which proved beneficial to developing my role further and taking advantage of opportunities</li> <li>• Manager is fair in appraisal/feedback with open discussions on own team, own/corporate targets and future.</li> <li>• This is a great place to work and I have only been here six month.</li> <li>• The new manager and team leaders are very helpful and create a positive atmosphere. We work hard but know how to have fun.</li> <li>• Good communication system through regular team briefs.</li> <li>• Having recently been involved in the Time Lean Systems Training and given ideas to ways in which the council can become self-sufficient I feel I have been given the opportunity to offer my opinions.</li> <li>• The nature of my work means I sometime need to work unsocial hours, the council have assisted me in having a workplace/home life balance.</li> <li>• But on the whole, the communication from top to bottom and back again is very good.</li> <li>• I always feel I can approach senior managers about issues within my role and they are always willing to assist in any way they can.</li> </ul>	<ul style="list-style-type: none"> <li>• The proposed restructure is taking too long, and employees have been left in limbo.</li> <li>• I think employees objectives should be geared around the Corporate Plan, this would help Fylde to deliver its main objectives.</li> <li>• I'm not sure how the appraisal process works in others areas, but I think there should be some flexibility built in for different services, one size doesn't always fit all.</li> <li>• I believe that I always give 100% but there are occasions when I go beyond my remit and this is not necessarily recognised.</li> <li>• Feel under valued</li> <li>• There is no incentive to go the extra mile with no hope for a pay rise.</li> <li>• I would love to see more boats available on Fairhaven Lake.</li> <li>• It would be encouraging if the council and schools could work together on leisure activities.</li> <li>• There is evidence of favoured sections / departments where staffing and resources have been bolstered and financially rewarded, yet other sections left to struggle.</li> <li>• You are encouraged to offer opinions and ideas provided they fit with what is wanted to be heard.</li> <li>• One team one council isn't being applied by all departments and makes you think why bother.</li> <li>• We have had limited erratic team briefs, not all staff get manager feedback from the briefs, they just include line managers.</li> <li>• Some feelings of isolation</li> <li>• Team Briefs could be tailored to get messages cascaded down, but I feel the 'Team' part is lost as these are very generic.</li> </ul>

- I know exactly what I need to do and I can influence how my work changes by having a say
- I think the 5 points are a fantastic tool and this is a great way to be kept informed about things that are happening in Fylde.
- Best place I have worked at
- My manager is very approachable
- I would assume if there was any issue with poor performance it would be dealt with effectively by my manager.
- I have had a few different line managers for a few years. Sometimes in quick succession, they have all been available.
- Last year our manager allowed someone to bring their dog in to work. It was a very nice touch.
- Our department has been through a review with more staff and a new team in place delivering a more streamline team.
- Monthly meetings give staff the opportunity to update on work they are doing and our manager an update on corporate issues.
- I feel I can approach my manager with any issues I have and they will be dealt with in a fair manner and I know I will always have his support.
- Work isn't school, I would like to think no manager needs to motivate or have a discussion about not doing what you are paid to do.
- My manager is a great leader and a great team player
- Incredibly supportive manager
- Issues have improved over the past 12 months.
- Some areas of poor performance are not dealt with, however this is improving.
- Relatively new Manager but he has ensured a smooth transition for staff and is excellent.
- Excellent at communicating how much sickness is being taken.
- There have been a number of changes at Fylde which have been dealt with in an organised manner.
- The ever changing face of the council will always bring challenges but Fylde Council have dealt with these in a great manner and always kept their employees informed when needed.

- Communication from the Chief Executive is outstanding, I do feel that sometimes it could be better at other levels, knowing what different sections do would be useful.
- The relationship between some service areas is challenging.
- Poor performance is not always dealt with effectively.
- I do not know if poor performance is being challenged and dealt with such issues are quite rightly addressed privately.
- Whilst poor performance is dealt with effectively in my team this does not appear to be the case across the council – still.
- Performance is dealt with effectively in my team but I do not believe there is a consistent approach across the organisation.
- I think my line manager could do more by simply setting a better example when it comes to a work ethos.
- There are people in the team who are deliberately difficult/disruptive and opposed to change and different working practices which would benefit the team.
- Employees that are not team players should be looking for other employment where this behaviour would be tolerated.
- Most of Fylde Council behave in a positive manner but it is sometimes difficult to engage with partners in the same way. Some don't pick up the phone even when we know they are available.
- The vision is confusing, we get contradictory messages which are not adhered to by everyone.
- Councillors do not subscribe to the same message as the staff.
- Comments have been ignored in preference for the quantitative data.
- I understand the behaviour and culture but it is clear not everybody does or they don't care and nothing is done to tackle this.
- It's not good to read about time off sick when you've had no time off sick.
- I have never met my senior manager.
- We need to now do more to be a self-sufficient council.
- A lot of good ideas are developed but require individuals to drive this change agenda.

- The vision of the council "To Achieve Excellence" is one that most employees seek to achieve
- I think the opportunity to join in with improvement initiatives such the bright ideas and income generating schemes is great.
- The support is encouraging corporately which makes me feel involved and my creative side to explore new ways of working.
- Have one comment box only at the end of the survey titled 'Say whatever you want to say about whatever you want to help improve your workplace'
- Fylde is a great place to work, and I enjoy my job, however personally I think but more teambuilding and social events need to be organised to bond the staff.
- I like that Fylde wants to be more like private industry lean/effective but still caring for the customer.
- I really like working for Fylde Council, and only a few employees are a problem
- Some changes / improvement is managed well and some is managed poorly
- I haven't been here 12 month yet, but most people accept change, there is still some fear and people challenge some change as 'We've never done it that way before'.
- New staff bring new ideas. On the whole, the council's culture is fantastic and the employees have really bought into it.
- I support the Council in everything it is trying to achieve and I am very proud to work for such an organisation.
- My work enables me to communicate with members of the public and they can see that the Council is working hard for them.
- I think we are changing people's perceptions of the Council for the better.
- Fantastic place to work.
- It's been a hard year for us with a lot of staff leaving but we get on with the job.
- Really enjoy working at Fylde.
- Despite tough times in local government as an employee at Fylde I feel there is job security and satisfaction.

- Middle managers need engagement, not just officers and "senior management".
- Management communicate a clear vision for the Council but I do not believe that all staff and Members subscribe to it.
- Don't see senior manager very often.
- Staff without a computer are not part of the team benefits are only for these who use computers.
- Procedures need to be applied consistently across the council to all staff.
- Service areas need to work effectively together as one team.
- There is still a culture of jobs for the boys and if your face fits you get on.
- I do not believe ALL of my colleagues are committed to achieving quality at work.
- Great place to work but work load is growing with less people, a point will come where it becomes too much for some people to cope.
- The proposed restructure is taking too long, employees have been left in limbo by management.
- I didn't have an opportunity to develop, due to the fact my previous manager didn't process my PD.
- I have been one of the biggest supporters of the changes implemented, unfortunately it seems like we are goomg backwards. Strap lines are no good if there is no substance or some departments point blankly refuse to join in.
- Fylde has many unsung heroes who don't always claim the headlines in the honours list and who work very much under the radar, their knowledge is valuable to the success of the Council.
- Some employees struggle with change because they don't want to change.
- I think the council has too many members now, staff have reduced members haven't.
- Some obstacles prevent me providing great customer service some departments and partners do not answer phones and/or refuse to call customers back

- I am proud to work for the council. I also reside in the area and it's a great place to both live and work.
- There are some great staff who work here, the new injection of blood from a corporate perspective has been positive.
- I enjoy working at Fylde Council. I always try to do my best. I believe that I not only give value for the money in wages / training / equipment etc. but also time spent by managers and colleagues.
- We recently went from a small team to a larger team. I was a bit apprehensive at first having formed a good working relationship with my colleagues but the transition was handled really well and my new work colleagues are as good at their job if not better than my previous colleagues and are equally as friendly.
- The Peer Review outlined just how good the staff are at Fylde
- We get all the information we need to know about the council, I also believe some people just don't read what is put before them.
- Me, and most of my colleagues enjoy coming to work at Fylde.
- I really enjoy working for Fylde Council, I think all the staff are great and have made me feel very welcome since I started.
- Fylde Council is a great place to work, we should all count ourselves lucky.
- Fylde has a family feel.
- I have worked in three councils and never met the Chief Executive - at Fylde I met him the first day and he cares about you as a person.
- A really nice place with really nice people - I am happy at Fylde
- It is a good place to work with many friendly and welcoming faces.
- The team talks help with meeting new employees and management.
- In the last six months I have talked to someone about my progress
- I like the corporate logo.
- We are a long way forward to improving from where we were 5-10 years ago. "
- The Five Points is like a weekly Thank You to everyone and a real good touch

- I feel that once the ongoing building work has been completed, the council can continue its mission to achieve excellence.
- Stronger ICT systems would improve the council further.
- I have received praise in the last two weeks but only because I had my appraisal in last two weeks. I only get praise at my appraisal.
- A colleague encouraged me to develop but left the Council because they were not encouraged to contribute as much as they clearly could have done and became demoralised.
- Fylde is a good place to work if the nature of your job allows you to make changes yourself but if not it is easy to become demoralised.
- Some colleagues are committed to quality work, some do everything they can to avoid work.
- I feel the members and the employees are trying to achieve different things. The members and the council should be working towards the same things and want the best for the whole of Fylde.
- In my opinion, the members are reluctant to change the status quo, I understand Fylde is a great place to live and work but everything can be improved.
- There is clearly going to be some fundamental change to the Council and ways of working prior to 2020. It is important that officers are kept fully informed in order to alleviate uncertainty.

## EMPLOYEE SURVEY 2016 – DATA RESULTS

Employee Survey Questions	2016 Results	2015 Results	2014 Results	2013 Results	2012 Results
SECTION 1 – YOUR PERFORMANCE					
1. I am aware of my objectives and targets	99.2%	96.6%	96.6%	96.5%	92.5%
2. My performance is measured against clear objectives	95.5%	88.8%	92.1%	87.0%	88.9%
3. I have discussed my training & development needs with my manager	94.8%	95.2%	92.1%	71.8%	64.8%
4. I have received feedback on my performance and progress	92.6%	89.6%	85.8%	75.3%	66.0%
5. I think my performance is evaluated fairly	94.0%	91.2%	86.9%	80.6%	82.0%
SECTION 2 – YOUR VOICE					
7. I feel that there is opportunity to communicate directly with Directors & CEX	92.5%	93.5%	90.9%	88.7%	92.2%
8. I am informed about what is happening in the council	93.3%	95.1%	93.2%	90.5%	86.1%
9. I am informed about what is happening in my service area	89.6%	94.3%	92.6%	87.5%	81.2%
10. I feel able to provide feedback on the way things are done in the council	85.1%	92.7%	88.0%	83.9%	86.6%
11. I am willing to give extra effort to help the council succeed	98.5%	99.2%	99.5%	98.2%	95.8%
12. I am encouraged to offer opinions and ideas	92.5%	93.5%	90.2%	86.3%	85.5%
SECTION 3 – YOUR MANAGER					
14. My manager is good at managing people	90.9%	85.3%	84.5%	77.8%	77.7%
15. My manager is open and honest	94.7%	90.2%	90.3%	89.8%	86.1%
16. My manager is approachable	97.7%	95.1%	93.1%	92.2%	94.8%
17. My manager motivates me to be more effective in my job	87.2%	83.7%	81.2%	78.4%	74.2%
18. Poor performance is dealt with effectively in my team	83.4%	80.5%	75.5%	74.9%	70.2%
SECTION 4 - YOUR COUNCIL					
20. Management communicate a clear vision for the Council	95.4%	95.1%	93.6%	92.1%	90.0%
21. I have as much contact as I need with the management	95.4%	97.5%	94.2%	93.9%	92.2%
22. I feel improvement is managed well in the Council	86.3%	91.8%	90.7%	89.7%	83.2%
23. I understand the behaviours and culture of the Council	96.2%	96.7%	96.5%	94.6%	93.5%
SECTION 5 – THE CULTURE					
26. Do you know what is expected of you at work?	98.4%	100%	98.8%	98.2%	96.4%
27. Do you have the opportunity to do what you do best every day?	90.7%	91.5%	87.3%	84.1%	83.5%
28. In the past two weeks, have you received recognition or praise for doing good work?	71.3%	72.0%	62.7%	57.9%	57.7%
29. Does your supervisor / manager or someone at work seem to care about you as a person?	93.0%	91.5%	91.0%	90.2%	88.2%
30. Is there someone at work who encourages you to develop?	80.6%	83.9%	81.3%	75.6%	71.3%
31. At work do your opinions seem to count?	88.3%	87.3%	85.5%	82.3%	83.1%
32. Does the vision for the Council (To Achieve Excellence) make you feel your role is important?	85.2%	93.2%	90.4%	87.8%	82.8%
33. Are your colleagues committed to achieving quality at work?	93.0%	94.4%	91.6%	90.2%	92.6%
34. Do you have a good friend at work?	80.6%	89.0%	86.7%	86.0%	86.8%
35. In the last 6 months has someone talked to you about your progress at work?	91.4%	91.5%	86.7%	84.1%	61.7%
36. In the last year have you had opportunities at work to learn and grow?	87.6%	91.5%	86.1%	80.5%	73.9%
37. I enjoy the work that I do at Fylde <i>(***New Question added 2015***)</i>	98.4%	98.3%	n/a	n/a	n/a
38. Overall I am satisfied with Fylde as a place to work	98.4%	98.3%	98.8%	97.0%	91.2%
KEY					
Colours - green means high (better) and red means lower (worst) for the years individually					