

Report

6

Report to:	Employee Issues Forum
Date of Meeting:	2 March 2010
Report by:	Executive Director (Corporate Resources)

Subject:	Employee Audit 2009
----------	----------------------------

1. Purpose of Report

1.1 The purpose of the report is to:-

- ◆ provide information on responses to the Employee Audit which was carried out during the period October to December 2009

2. Recommendation(s)

2.1 The Forum is asked to approve the following recommendation(s):-

- (1) that the findings of the Employee Audit and the proposals to communicate the findings to all employees be noted.

3. Background

3.1 In previous years the Council carried out an Employee Audit every 2 years, but the frequency changed to annually in 2008. The current Employee Audit was carried out between October and December 2009 to gather the views of employees on how they found being employed by the Council. The responses would inform 'Connect' objectives and be used as part of our Investors in People evidence.

3.2 Each Executive Director was given a target response rate to achieve of 70% which was based on the Perth and Kinross Council employee survey response rate. Managers at grade 5 and above were issued with a Manager's Information Pack and tasked with the responsibility of assisting Executive Directors in achieving the target response rate.

3.3 The questionnaire was available on-line, in paper format and also on our electronic touch screen 'Standpoint' terminals. Executive Directors sent global emails to their employees containing a link to the on-line questionnaire. Employees who did not have access to a computer were provided with a paper version. The Standpoint terminals were made available at most Council offices and facilities over an 8 week period to encourage participation in the survey from employees without access to a computer, for example Business Units, Works Depots etc.

4. Current Position

4.1 When the survey closed in December 2009, a total of 5,603 responses had been received, giving a response rate of 35.1% (based on a workforce of 15,922 employees). This is a significant increase from the response rate of 15% achieved in the 2008 audit.

Resource	Number of responses	% of Resource employees	% of total respondents
Community	1,192	34.0	21.2
Corporate	246	82.5	4.3
Education	765	12.4	13.6
Enterprise	483	71.0	8.6
Finance & IT	263	92.0	4.6
Housing & Technical	1,403	67.0	25.0
Social Work	1,219	42.0	21.7
No Resource identified	32	-	0.5
South Lanarkshire Council Total	5,603	35.1%	

5. Summary

5.1 12 out of the 15 questions asked in the survey saw an increase in the percentage of employees who agreed with the statements. The highest increases were:-

- ◆ I believe the Council is committed to promoting health and wellbeing among employees (+9%)
- ◆ The Council has a culture of behaving with courtesy, decency, dignity and tolerance (+7%)
- ◆ I am proud to work for South Lanarkshire Council (+6%)
- ◆ My manager is fair and acts as a good role model (+5%)
- ◆ I receive regular, constructive feedback on my performance (+5%)
- ◆ I believe I that I am able to make a positive difference to the organisation's performance (+4%)

The 3 areas which saw a very slight decrease in agreement were:-

- ◆ I am involved in decisions that affect my work (-0.5%)
- ◆ Overall, information about the Council is communicated well to employees (-1%)
- ◆ The Council supports my training (-1%)

Questions were designed to reflect the Council's values from Connect. The results from the 2009 survey along with the response from 2008 are shown against each question for comparison.

Fair and Open

- ◆ Just over two thirds of all respondents (71.5%) agree that they are **involved in decisions that affect their work.** (72% in 2008)
- ◆ Just over three quarters of all respondents (77.5%) agree that they **are encouraged to express their ideas and new ways of working.** (77% in 2008)

Working with and respecting others

- ◆ The vast majority of respondents (96.5%) said they were **aware of how a manager should behave.** (96% in 2008)
- ◆ Over four fifths of all respondents (85%) agree that their **manager is fair and acts as a good role model.** (80% in 2008)

- ◆ Over four fifths of all respondents (87%) agree that **the Council has a culture of behaving with courtesy, decency, dignity and tolerance** (80% in 2008)

Accountable, effective and efficient

- ◆ Just under 9 out of every 10 respondents (89%) said their **manager trusts them to make decisions relating to their job.** (86% in 2008)
- ◆ Over four fifths of all respondents (86%) agree that their **management team makes clear what is expected from employees at work.** (82% in 2008)

People focussed

- ◆ Almost Four fifths of all respondents (80%) agree that **the Council supports their training.** (81% in 2008)
- ◆ Just under three quarters of all respondents (73%) say they **receive regular, constructive feedback on their performance.** (68% in 2008)

Excellent employer

- ◆ Four fifths of all respondents (83%) agree that **overall, information about the Council is communicated well to employees.** (81% in 2008)
- ◆ Over Four fifths of all respondents (85%) believe they **are able to make a positive difference to the organisation's performance.** (80% in 2008)
- ◆ Over four fifths of all respondents (88%) agree they **are proud to work for South Lanarkshire Council.** (82% in 2008)
- ◆ Almost all respondents (96%) agree that they understand **the need to use resources efficiently in line with the Council's sustainability policy.** (95% in 2008)
- ◆ Just over two thirds of all respondents (68%) agree that they **get the same opportunities as colleagues in other Council Resources.** (65% in 2008)
- ◆ Just over three quarters of all respondents (78%) believe that **the Council is committed to promoting health and wellbeing among employees.** (69% in 2008)

6. Issues

- 6.1 **Community Resources** had the highest percentage of employees disagreeing with some of the statements which may require further discussion. However, in a number of statements the response is more positive than previous years.
- 6.2 **Corporate Resources** had the highest percentage of employees agreeing with the statements in the survey. There were no areas of concern highlighted by this survey.
- 6.3 **Education Resources** employees' main issue was "The Council supports my training" with a high of 41% of employees disagreeing.

- 6.4 **Enterprise Resources** had the highest or second highest percentage of employees disagreeing with some statements for a number of questions.
- 6.5 **Finance and Information Technology Resources**, like Corporate Resources, had the highest percentage of employees agreeing with some of the statements in the survey. There were no areas of concern highlighted by this survey.
- 6.6 **Housing and Technical Resources** had just above the 'average agreement' percentage of employees agreeing with the statements in the survey. The Resource had the highest percentage of employees agreeing that "The Council supports my training" (89%).
- 6.7 **Social Work Resources**, like Housing and Technical Resources, had an above average percentage of employees agreeing with many of the statements given, however, almost one third (32%) disagreed that "I am involved in decisions that affect my work".
- 6.8 **All Resources** had a low percentage of employee agreement with "I feel I get the same opportunities as colleagues in other Council Resources", with an average of 68% of employees agreeing with this statement. This is a similar pattern to that found in the 2008 survey. It is hard to say whether the results are based on fact or perception and further work will be done to see if we can get more insight into the reasons why employees feel this way.
- 6.9 **Benefits**
Employees were asked to select those benefits from the employee package of benefits which they feel make the most difference to their personal or working life.

flexible working	54%
physiotherapy service	33%
enhanced leave	23%
employee counselling service	18%
Learning Resource Centre and life long learning	13%
health benefits scheme	14%
occupational health support	12%
on-site financial advice	7%
childcare vouchers	6%
car lease system	5%
cognitive behavioural therapy service	3%
other	4%

Other benefits highlighted, included:-

- ◆ fortnightly pay as a benefit which makes a difference
- ◆ flexible working although they felt this was not an option for them
- ◆ the pension scheme
- ◆ discounted leisure facilities
- ◆ alternative therapies
- ◆ In addition some employees regretted the withdrawal of the car leasing scheme.

7 Improvements

7.1 An additional question was included in this year's Audit asking employees "what one thing, big or small would you want to change that would improve your experience of working for the Council?"

Responses received have been categorised where possible into themes:-

- ◆ Money (wages, overtime, promotion etc)
- ◆ Flexible Working
- ◆ Communication
- ◆ Management
- ◆ Equipment
- ◆ Car leasing
- ◆ Terms and conditions
- ◆ Policies/practices
- ◆ Training/promotion/PDR
- ◆ Corporate Uniform
- ◆ Morale
- ◆ Resources
- ◆ Equality/fairness
- ◆ Environment
- ◆ Parking

The areas receiving the most comments were resources (people, budgets, equipment etc), equality/fairness (wanting the same opportunities as other employees with regard to training, pay, promotion, flexible working etc); management (style) and communication.

Comments received have been filtered by topic and by Resource and have been reported individually to Resource representatives. The main themes per Resource are as follows:

Community Resources:

- ◆ Improved communication between management and staff
- ◆ Higher and fairer rates of pay
- ◆ Improved access to training
- ◆ Higher quality of equipment and clothing (ppe)
- ◆ Greater flexibility in working hours

Corporate Resources:

- ◆ Flexibility with working hours, increase access to flexible working hours, and extend the flexi hours of operation
- ◆ Issues around communication between management and staff
- ◆ A fairer approach from management. Maximising Attendance can appear 'heavy handed'
- ◆ Improve the prospects for promotion
- ◆ Increase availability to parking – should be free at all offices

Enterprise Resources:

- ◆ Improve 'top down' communication streams
- ◆ Increase the ability and access to 'work from home' initiatives
- ◆ Address parking issues around offices for staff
- ◆ Improved working environments, eg offices, facilities (kitchen/cooking) etc
- ◆ Improved prospects for career progression

Finance and Information Technology Resources:

- ◆ Improved working environment in offices
- ◆ Make more home working opportunities available to staff
- ◆ Improve communication streams
- ◆ Improve access to and availability of training
- ◆ Make more flexible options for retirement available

Housing and Technical Resources:

- ◆ Improve communication – more updates from management
- ◆ Lack of equality / fairness in wages and workloads
- ◆ Have more training available, locally
- ◆ Better access to free parking facilities, especially in East Kilbride
- ◆ Improve the internal office environments

Social Work Resources:

- ◆ Improved communication between management and staff
- ◆ Fairer pay for all employees
- ◆ More resources available to allow more attention to be given to Service Users
- ◆ Training to be provided more often
- ◆ Sickness absence – too much pressure / harassment to return employees to work

7. Next Steps

8.1 A summary of the findings have been published on the intranet, in The Works magazine, and will be the subject of a Team Brief. In addition, a number of employee focus groups will be held to explore some key findings in more detail. Resources will have the opportunity to review the detail of the Employee Survey for their Resource and develop appropriate actions to respond to negative comments where necessary.

8. Employee Implications

The number of employees who took the time to respond is a significant improvement on previous years.

9. Financial Implications

10.1 None

10. Other Implications

11.1 None

12. Equality Impact Assessment and Consultation Arrangements

12.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

12.2 The content of the Employee Audit questionnaire was developed by members of the Continuous Improvement Steering Group and approved by the Corporate Management Team.

12.3 A presentation on the outcomes from the Employee Audit will be made to the Joint Consultative Forum.

Robert McIlwain
Executive Director (Corporate Resources)

24 February 2010

Link(s) to Council Objectives

Excellent Employer

Previous References

Corporate Resources Committee – 27 June 2007

List of Background Papers

Appendix 1 – Comparison of survey findings 2008/2009

Appendix 2 - Tables – all respondents

Appendix 3 - Tables by Resource

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Gill Bhatti, Employee Development and Diversity Manager

Ext: 5604 (Tel: 01698 455604)

E-mail: gill.bhatti@southlanarkshire.gov.uk

Comparison of results 2008/2009

Appendix 1

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	Base	2009 Agree	2008 Agree	% + or -
Fair and Open				
I am involved in decisions that affect my work	5516	71.5%	72%	-0.5%
I am encouraged to express my ideas and new ways of working	5419	77.5%	77%	+0.5%
Working with and respecting others				
I am aware of how a manager should behave	5541	96.5%	96%	+0.5%
My manager is fair and acts as a good role model	5479	85%	80%	+5%
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	5465	87%	80%	+7%
Accountable, effective and efficient				
My manager trusts me to make decisions relating to my job	5601	89%	86%	+3%
Our management team makes clear what is expected from employees at work	5473	86%	82%	+4%
People focussed				
The Council supports my training	5501	80%	81%	-2%
I receive regular, constructive feedback on my performance	5484	73%	68%	+5%
Excellent employer				
Overall, information about the Council is communicated well to employees	5502	83%	81%	+2%
I believe that I am able to make a positive difference to the organisation's performance	5453	85%	80%	+5%
I am proud to work for South Lanarkshire Council	5395	88%	82%	+6%
Sustainability and opportunities				
I understand the need to use resources efficiently in line with the Council's sustainability policy	5512	96%	95%	+1%
I feel I get the same opportunities as colleagues in other Council Resources	5402	68%	65%	+3%
Do you believe that the Council is committed to promoting health and wellbeing among employees				
	Yes	No	Not sure	
Base: 5534	78%	8.5%	13.5%	+9%

Fair and Open

I am involved in decisions that affect my work.

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5516	71.5%	28.5%	14%	57.5%	21.5%	7%

I am encouraged to express my ideas and new ways of working

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5419	77.5%	22%	17%	60.5%	16%	6%

Working with and respecting others

I am aware of how a manager should behave

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5541	96.5%	3.5%	37%	59.5%	2.5%	1%

My manager is fair and acts as a good role model

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5479	85%	15%	29%	56%	11%	4%

The Council has a culture of behaving with courtesy, decency, dignity and tolerance

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5,465	87%	13%	21.5%	64.5%	10%	3%

Accountable, effective and efficient

My manager trusts me to make decisions relating to my job

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5601	89%	11%	29.5%	59.5%	8%	3%

Our management team makes clear what is expected from employees at work

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5473	86%	14%	23%	63%	10%	4%

People focussed

The Council supports my training

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5501	80%	20%	20%	60%	15%	5%

I receive regular, constructive feedback on my performance

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5484	73%	27%	16%	57%	20%	7%

Excellent employer

Overall, information about the Council is communicated well to employees

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5502	83%	17%	14%	69%	13%	4%

I believe that I am able to make a positive difference to the organisation's performance

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5453	85%	15%	17%	68%	12%	3%

I am proud to work for South Lanarkshire Council

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5395	88%	12%	22%	56%	9%	3%

Sustainability and opportunities

I understand the need to use resources efficiently in line with the Council's sustainability policy

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5512	96%	4%	29%	67%	3%	1%

I feel I get the same opportunities as colleagues in other Council Resources

Base	Cumulative agree	Cumulative disagree	Strongly agree	Agree	Disagree	Strongly disagree
5402	68%	32%	12%	56%	24%	8%

Do you believe that the Council is committed to promoting health and wellbeing among employees?

Base	Yes	No	Not sure
5534	78%	8.5%	13.5%

Community Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 %Agree
Base	1192	236	5603
Fair and Open			
I am involved in decisions that affect my work	61	63	71.5
I am encouraged to express my ideas and new ways of working	62	63	77.5
Working with and respecting others			
I am aware of how a manager should behave	92	96	96.5
My manager is fair and acts as a good role model	76	63	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	78	68	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	83	78	89
Our management team makes clear what is expected from employees at work	78	64	86
People focussed			
The Council supports my training	72	68	80
I receive regular, constructive feedback on my performance	57	51	73
Excellent employer			
Overall, information about the Council is communicated well to employees	67	68	83
I believe that I am able to make a positive difference to the organisation's performance	78	78	85
I am proud to work for South Lanarkshire Council	82	75	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	92	88	96
I feel I get the same opportunities as colleagues in other Council Resources	56	52	68
Do you believe that the Council is committed to promoting health and wellbeing among employees	70	66	78

Corporate Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 % Agree
Base	246	130	5603
Fair and Open			
I am involved in decisions that affect my work	81	82	71.5
I am encouraged to express my ideas and new ways of working	90	86	77.5
Working with and respecting others			
I am aware of how a manager should behave	99	97	96.5
My manager is fair and acts as a good role model	90	84	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	96	88	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	93	93	89
Our management team makes clear what is expected from employees at work	91	88	86
People focussed			
The Council supports my training	88	87	80
I receive regular, constructive feedback on my performance	78	81	73
Excellent employer			
Overall, information about the Council is communicated well to employees	91	92	83
I believe that I am able to make a positive difference to the organisation's performance	92	89	85
I am proud to work for South Lanarkshire Council	94	88	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	100	98	96
I feel I get the same opportunities as colleagues in other Council Resources	78	77	68
Do you believe that the Council is committed to promoting health and wellbeing among employees	86	75	78

Education Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 % Agree
Base	765	600	5603
Fair and Open			
I am involved in decisions that affect my work	67	73	71.5
I am encouraged to express my ideas and new ways of working	86	81	77.5
Working with and respecting others			
I am aware of how a manager should behave	98	95	96.5
My manager is fair and acts as a good role model	88	82	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	90	80	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	94	88	89
Our management team makes clear what is expected from employees at work	92	86	86
People focussed			
The Council supports my training	59	79	80
I receive regular, constructive feedback on my performance	77	65	73
Excellent employer			
Overall, information about the Council is communicated well to employees	86	81	83
I believe that I am able to make a positive difference to the organisation's performance	84	77	85
I am proud to work for South Lanarkshire Council	86	81	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	98	95	96
I feel I get the same opportunities as colleagues in other Council Resources	66	66	68
Do you believe that the Council is committed to promoting health and wellbeing among employees	82	70	78

Enterprise Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 % Agree
Base	483	225	5603
Fair and Open			
I am involved in decisions that affect my work	70	71	71.5
I am encouraged to express my ideas and new ways of working	69	75	77.5
Working with and respecting others			
I am aware of how a manager should behave	93	94	96.5
My manager is fair and acts as a good role model	74	77	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	78	73	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	80	83	89
Our management team makes clear what is expected from employees at work	78	79	86
People focussed			
The Council supports my training	81	85	80
I receive regular, constructive feedback on my performance	65	62	73
Excellent employer			
Overall, information about the Council is communicated well to employees	75	75	83
I believe that I am able to make a positive difference to the organisation's performance	78	72	85
I am proud to work for South Lanarkshire Council	81	75	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	89	96	96
I feel I get the same opportunities as colleagues in other Council Resources	62	60	68
Do you believe that the Council is committed to promoting health and wellbeing among employees	74	66	78

Finance and Information Technology Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 % Agree
Base	263	76	5603
Fair and Open			
I am involved in decisions that affect my work	80	83	71.5
I am encouraged to express my ideas and new ways of working	85	90	77.5
Working with and respecting others			
I am aware of how a manager should behave	99	100	96.5
My manager is fair and acts as a good role model	91	89	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	92	89	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	91	91	89
Our management team makes clear what is expected from employees at work	89	84	86
People focussed			
The Council supports my training	87	88	80
I receive regular, constructive feedback on my performance	82	78	73
Excellent employer			
Overall, information about the Council is communicated well to employees	92	88	83
I believe that I am able to make a positive difference to the organisation's performance	88	83	85
I am proud to work for South Lanarkshire Council	93	86	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	98	97	96
I feel I get the same opportunities as colleagues in other Council Resources	78	70	68
Do you believe that the Council is committed to promoting health and wellbeing among employees			
Do you believe that the Council is committed to promoting health and wellbeing among employees	81	78	78

Housing and Technical Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 % Agree
	1403	495	5603
Fair and Open			
I am involved in decisions that affect my work	74	71	71.5
I am encouraged to express my ideas and new ways of working	77	75	77.5
Working with and respecting others			
I am aware of how a manager should behave	97	97	96.5
My manager is fair and acts as a good role model	86	77	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	89	82	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	91	83	89
Our management team makes clear what is expected from employees at work	89	83	86
People focussed			
The Council supports my training	89	84	80
I receive regular, constructive feedback on my performance	75	70	73
Excellent employer			
Overall, information about the Council is communicated well to employees	83	82	83
I believe that I am able to make a positive difference to the organisation's performance	87	82	85
I am proud to work for South Lanarkshire Council	90	83	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	98	95	96
I feel I get the same opportunities as colleagues in other Council Resources	71	65	68
Do you believe that the Council is committed to promoting health and wellbeing among employees			
	79	70	78

Social Work Resources

In all cases respondents tended to agree rather than strongly agree. They also tended to disagree rather than strongly disagree.

	2009 % Agree	2008 % Agree	Mean 2009 % Agree
Base	1219	390	5603
Fair and Open			
I am involved in decisions that affect my work	68	76	71.5
I am encouraged to express my ideas and new ways of working	74	79	77.5
Working with and respecting others			
I am aware of how a manager should behave	98	97	96.5
My manager is fair and acts as a good role model	88	84	85
The Council has a culture of behaving with courtesy, decency, dignity and tolerance	84	83	87
Accountable, effective and efficient			
My manager trusts me to make decisions relating to my job	89	90	89
Our management team makes clear what is expected from employees at work	86	86	86
People focussed			
The Council supports my training	88	87	80
I receive regular, constructive feedback on my performance	76	72	73
Excellent employer			
Overall, information about the Council is communicated well to employees	83	85	83
I believe that I am able to make a positive difference to the organisation's performance	85	82	85
I am proud to work for South Lanarkshire Council	88	83	88
Sustainability and opportunities			
I understand the need to use resources efficiently in line with the Council's sustainability policy	97	97	96
I feel I get the same opportunities as colleagues in other Council Resources	68	72	68
Do you believe that the Council is committed to promoting health and wellbeing among employees	74	68	78